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# INTRODUCTION

## The Budget Book

This book sets out the Hammersmith and Fulham approved Revenue budget for 2015/16 and highlights the capital programme.

The council also produces an annual Statement of Accounts which looks back at the Council's actual expenditure and income for the year.

Further details on both these publications can be obtained from:

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# REVENUE BUDGET SUMMARY

## Background to the Budget Strategy

The council tax charge will be cut by 1% in 2015/16 from £735.16 to £727.81.

Government grant has fallen by £20m in 2015/16 and is forecast to reduce by a further £30.1m from 2016/17 to 2019/20.

The Council's budget strategy is to focus available resources on front-line services and key local priorities whilst reducing the burden on local council tax payers.

The approved 2015/16 budget and amount to be funded from council tax is set out in Table 1.

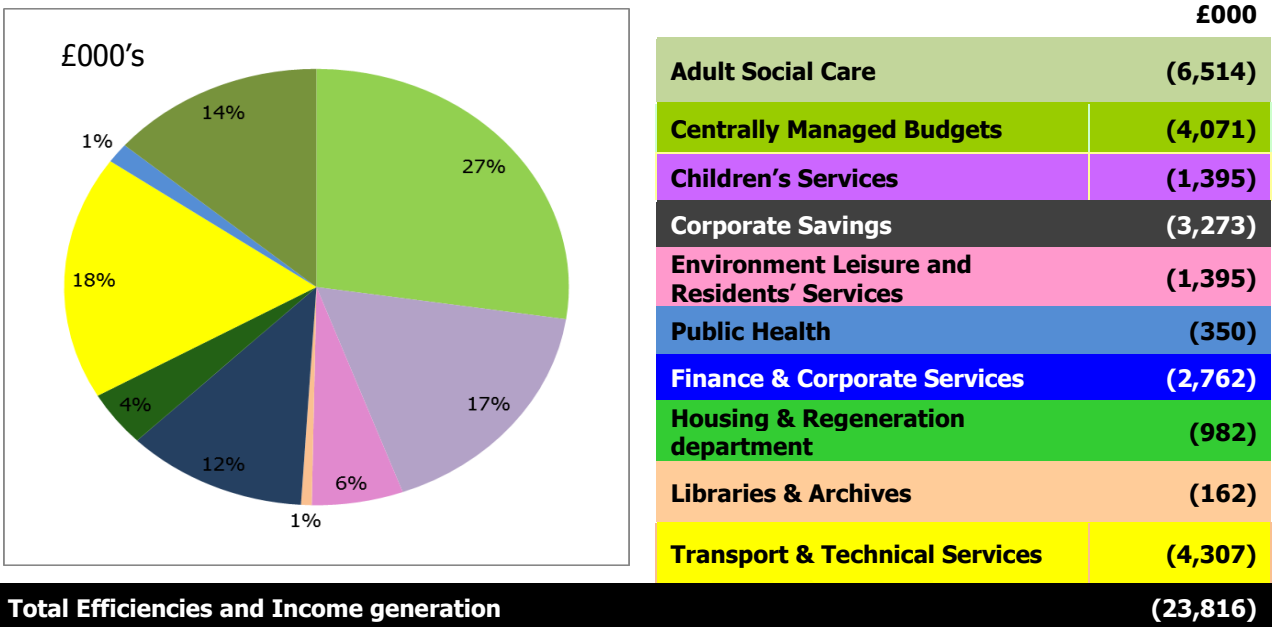
**Table 1 – Council Tax Requirement.**

	<b>£000</b>
<b>2014/15 Base budget Rolled Forward</b>	<b>178,544</b>
<i>Plus</i>	
<b>Inflation</b>	<b>2,518</b>
<b>Growth</b>	<b>4,033</b>
<b>Contingency</b>	<b>2,283</b>
<b>Non-domestic rates tariff payable to government</b>	<b>2,937</b>
<b>New Burdens</b>	<b>840</b>
<i>Less</i>	
<b>Efficiency Savings and Income Generation</b>	<b>(23,816)</b>
<b>Gross Council Budget 2015/16</b>	<b>167,339</b>
Less Revenue Grants and Use of Reserves	<b>(8,911)</b>
<b>Net Budget Requirement</b>	<b>158,428</b>
<b>Revenue Support Grant (from government)</b>	<b>(47,791)</b>
<b>Localised Element of Non-Domestic Rates</b>	<b>(56,417)</b>
<b>One off Collection Fund Surplus</b>	<b>(1,830)</b>
<b>2015/16 Council Tax Requirement</b>	<b>52,390</b>

## The Medium Term Financial Strategy (MTFS)

This rolling plan interconnects the Council's overall strategic priorities with appropriate funding levels and a challenge process that drives forth service innovations and finds efficiencies. The Council's departments identified the following efficiency savings as part of the MTFS process.

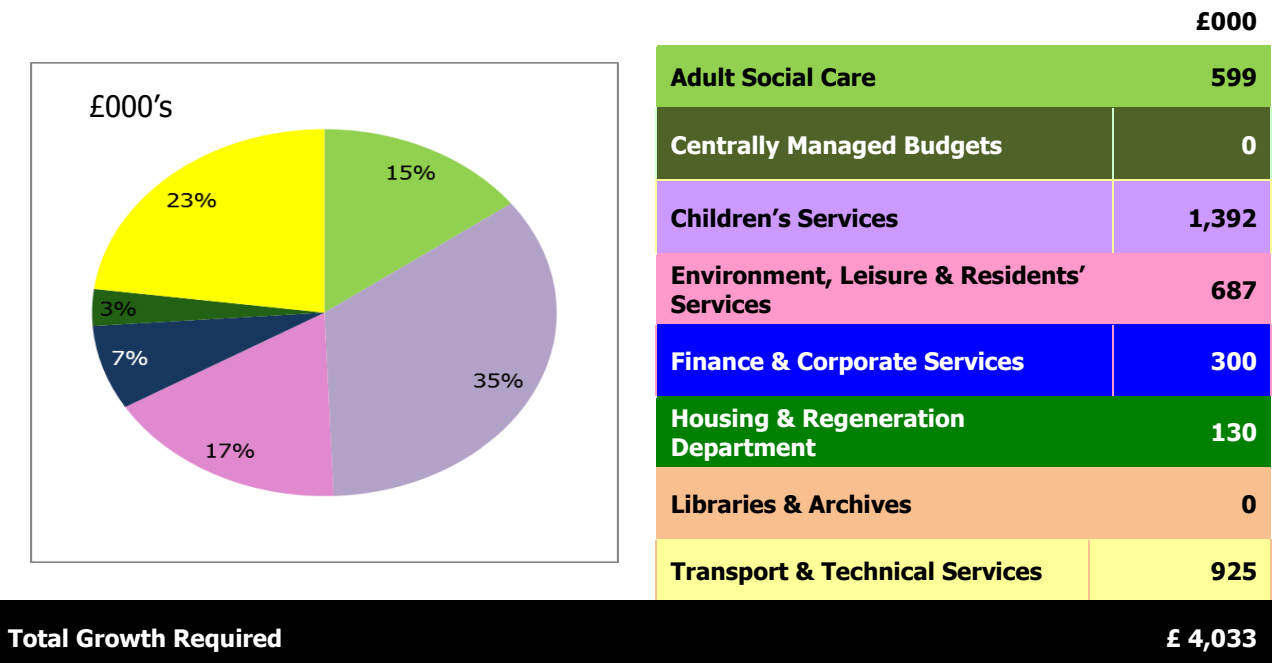
**Table 2 – Departmental breakdown of 2015/16 Savings**



The level of savings required to balance the budget is significant, but as far as possible the Council has tried to protect front line services.

The Council's departments identified the following growth requirements in total during the MTFS process.

**Table 3 – Departmental breakdown of 2015/16 Growth requirements**



The reasons why growth has been provided are set out in Table 4

**Table 4 – Reasons for Growth**

	<b>2015/16 Growth £'000s</b>
Government related	900
Other public bodies	375
Increase in demand/demographic growth	489
Council Priority	511
Existing budget pressures	1,758
<b>Total Growth</b>	<b>4,033</b>

**Council Tax**

The Council is obliged by statute to calculate the council tax requirement and set a balanced budget. Council Tax is a tax on domestic properties that are classified into various valuation bands.

In London, not only does each Borough raise council tax, the Greater London Authority (GLA) also precepts Council Tax. The GLA is responsible for budgets and strategy on London transport, spatial development, economic development, the Metropolitan Police and fire services. The combined bill from both organisations is the amount that residents see on their bills.

There are eight bands from A to H, arranged in increasing property value. All property bands are expressed as ratios of Band D, A to C being smaller and E to H being larger. Band D is used as the middle band upon which the Council Tax demand is based and all other bands are converted to a 'Band D equivalent' by using the appropriate ratio.

The Tax Base for the council is the sum of all Band D equivalents multiplied by the tax collection rate. For 2015/16 the Council has formally agreed a Tax Base of 71,983 for Band D equivalent properties. The movement in the Band D Council Tax amount is set out below:

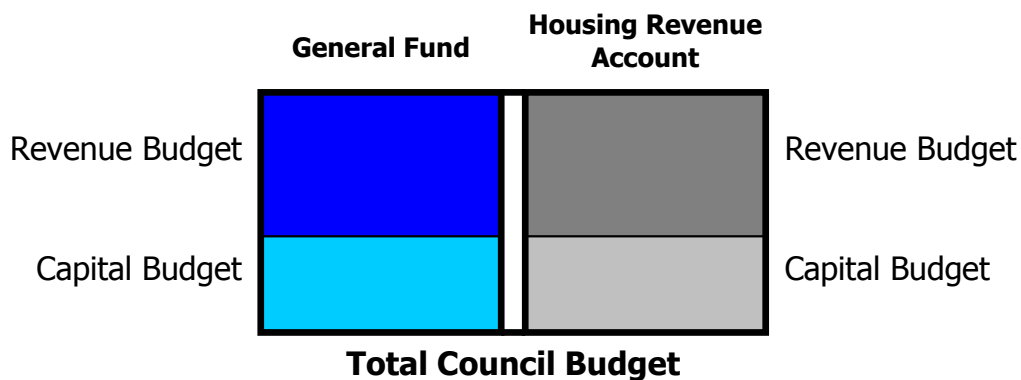
	2014/15	2015/16	Reduction In Council Tax
Hammersmith & Fulham	£ 735.16	£ 727.81	(1.0%)
Greater London Authority	£ 303.00	£ 299.00	(1.3%)
<b>Total Council Tax</b>	<b>£ 1038.90</b>	<b>£1026.81</b>	<b>(1.1%)</b>

# BUDGET BOOK GUIDANCE

**The Council structure**

From a budgeting perspective, the council is principally divided into the General Fund and the Housing Revenue Account. Each of these budgets is set independently. This is to ensure that council rents are ringfenced to the council's housing stock.

Within the General Fund and the Housing Revenue Account, there is both revenue expenditure and capital expenditure. The former is mainly for day-to-day operations and the latter for investment in assets. This can be understood diagrammatically:



There are ten departments presented in the Budget Book: Adult Social Care, Centrally Managed Budgets, Children’s Services, Environment Leisure and Residents’ Services, Finance & Corporate Services, Housing & Regeneration Department, Libraries & Archives, Public Health, Transport & Technical Services and the Housing Revenue Account.

### **How to read the budget book**

High level summaries of the General Fund and the Housing Revenue Account are presented from pages 8 and 93 respectively.

High level summaries of the General Fund Capital Programme and Housing Capital Programme are presented from pages 111 to 116.

The budgets are presented in a standard ‘subjective analysis’ format according to best practice guidelines from CIPFA. At this level of detail, budgets are summarised into one of 15 categories including ‘Employee Expenses,’ ‘Supplies & Services,’ and ‘Customer & Client Receipts.’

This is followed by departmental summaries which show the budget movements from 2014/15 to 2015/16 for each division.

Subsequent to each departmental summary is a divisional page which groups together a coherent set of services.

Each divisional page gives you a description of that service and an itemised list of major movements in budgets and staffing between 2014/15 and 2015/16.

# **2015/16 ESTIMATES**

# **CORPORATE SUMMARY**

**GENERAL FUND SUMMARY**

	2014/2015	2015/2016
Number of Full Time Equivalent staff	3,474	3,214

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
<b>Expenditure</b>							
Employee Expenses	156,140	41	50	(3,952)	(117)	(11)	152,151
Premises Related Expenditure	32,593	179	0	(1,473)	130	(2,939)	28,490
Transport Related Expenditure	5,829	0	0	(108)	0	(205)	5,516
Supplies and Services	36,200	63	569	(3,098)	305	(3,656)	30,383
Third Party Payments	185,049	2,108	(336)	(5,858)	1,256	11,691	193,910
Transfer Payments	177,844	208	113	(805)	925	(652)	177,633
Support Services	60,547	0	0	0	0	(5,105)	55,442
Capital Charges	23,861	0	0	(750)	0	(73)	23,038
<b>GROSS EXPENDITURE</b>	<b>678,063</b>	<b>2,599</b>	<b>396</b>	<b>(16,044)</b>	<b>2,499</b>	<b>(950)</b>	<b>666,563</b>
Support Services Recharges	(75,324)	0	0	(676)	0	4,833	(71,167)
<b>Income</b>							
Internal Recharge Income	(7,120)	0	0	0	401	2,173	(4,546)
Government Grants	(278,931)	0	0	(400)	0	(302)	(279,633)
Other Reimbursements & Contributions	(44,239)	(6)	0	(3,238)	89	(5,503)	(52,897)
Customer & Client Receipts	(75,197)	(75)	260	(2,958)	1,044	3,329	(73,597)
Interest & Other	(1,183)	0	0	(500)	0	(419)	(2,102)
Use of Balances & Reserves	2,791	0	185	0	0	386	3,362
General Grants & Capital Financing	(26,827)	0	(841)	0	0	113	(27,555)
<b>GROSS INCOME</b>	<b>(430,706)</b>	<b>(81)</b>	<b>(396)</b>	<b>(7,096)</b>	<b>1,534</b>	<b>(223)</b>	<b>(436,968)</b>
<b>NET EXPENDITURE</b>	<b>172,033</b>	<b>2,518</b>	<b>0</b>	<b>(23,816)</b>	<b>4,033</b>	<b>3,660</b>	<b>158,428</b>



## GENERAL FUND SUMMARY

Service Area	2014/15 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2015/2016 Estimates £000
Adult Social Care	64,403	1,083	(108)	(6,582)	599	(72)	59,323
Centrally Managed Budgets	28,674	179	485	(4,007)	0	1,263	26,594
Children's Services	49,754	638	113	(3,980)	1,392	(1,220)	46,697
Environment Leisure & Residents Services	31,134	107	(185)	(1,424)	687	(1,140)	29,179
Finance & Corporate Services	16,834	267	606	(1,899)	300	48	16,156
Regeneration and Housing	7,726	(3)	(342)	(1,023)	130	125	6,613
Libraries & Archives	3,212	9	25	(162)	0	137	3,221
Public Health Services	346	0	(17)	(350)	0	21	0
Transport & Technical Services	(5,376)	238	79	(4,389)	925	3,559	(4,964)
<b>Total Departmental Expenditure</b>	<b>196,707</b>	<b>2,518</b>	<b>656</b>	<b>(23,816)</b>	<b>4,033</b>	<b>2,721</b>	182,819
Capital Financing	(19,932)	0	0	0	0	52	(19,880)
Contribution To Reserves	2,154	0	185	0	0	826	3,165
General Grant	(6,896)	0	(841)	0	0	61	(7,676)
<b>Net Expenditure</b>	<b>172,033</b>	<b>2,518</b>	<b>0</b>	<b>(23,816)</b>	<b>4,033</b>	<b>3,660</b>	<b>158,428</b>
<b>Funded By</b>							
Revenue Support Grant	(66,038)	0	0	0	0	<b>18,247</b>	(47,791)
Localised Element of Non Domestic Rates	(53,839)	0	0	0	0	(2,578)	(56,417)
Council Tax Income	(51,369)	0	0	0	0	(1,021)	(52,390)
Collection Fund Surplus	(787)	0	0	0	0	(1,043)	(1,830)
<b>Total</b>	<b>(172,033)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,605</b>	<b>(158,428)</b>

# Adult Social Care

## Description of Service

The Adult Social Care (ASC) Department has a statutory duty to provide social care and support for vulnerable people. The Department is able to deliver high quality assessment, care coordination, social work and specialist community services to people with a disability, people with mental health needs and other adults as well as their carers, with a strong emphasis on encouraging independence and ensuring the safety of vulnerable adults living with the Borough and accessing the service.

The Department is part of the shared services Adult Social Care service. ASC is committed to enabling more people to stay independent for longer, managing as much care for themselves as they are able through our personalisation approach and this is key to our investment strategy. Through the provision of preventative and community services, residents are given the opportunity to recover from acute events, maintain their independence and be self-reliant. As care needs increase, so do the costs of supporting those needs and our approach aims to keep people in their own homes for as long as possible.

Integration with health is key to the future delivery of our services. This will be done by investing with health through the Better Care Fund (BCF) with the aim of supporting existing integrated services by extending and increasing capacity in adult social care crisis response, community independence and home care. We believe this will yield greater benefits to residents and ensure that Adult Social Care is able to offer the right services at the right time whilst achieving better for less.

## Statement of Core Business

The core of the business of the ASC Integrated Care Division is to ensure that the Council fulfils its statutory duties in respect of vulnerable adults and carers with respect to the Care Act 2014, whilst ensuring that the Department works in partnership with Health to reduce urgent care bed usage by supporting the customers to stay at home for longer periods. This division fulfils this duty in a manner which is consistent with the priorities of the Council.

The purpose of the Strategic Commissioning and Enterprise Division is primarily to understand and respond to the aspirations of local residents by analysing information and using evidence to design commission and procure services, implement changes and evaluate their effectiveness and furthermore to monitor the performance of the Department, providing work force development for internal and external providers and project management facilities.

The purpose of the Finance Division is to provide effective, high quality, and professional support and advice and maximise the value for money delivered from the Department's financial resources.

## Primary Objectives of the Department

- Focusing on preventative measures with the aim of maximising self-reliance, encouraging independence and supporting care needs at home.
- Taking a more holistic approach by working in close partnership with health and other bodies, ensuring a high quality service
- Ensuring that all requirements of the Care Act are implemented and communicated with customers.
- Identify carers and have their needs met within a caring role.
- Risk is effectively balanced between empowering and safe guarding adults.
- People with disabilities are active citizens and enjoy being independent individuals
- People have a positive experience of social care services
- Achieving greater productivity and value for money

# **2015/2016 ESTIMATES**

# **ADULT SOCIAL CARE**

## ADULT SOCIAL CARE CHANGE BETWEEN YEARS

<b>Service Area Analysis</b>	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2015/2016 Estimates £000</b>
Executive Director	791	0	0	(194)	0	185	782
Finance	7,943	(2)	0	(208)	(117)	(196)	7,420
Strategic Commissioning & Enterprise	12,383	(1)	(108)	(2,010)	70	(655)	9,679
Integrated Care	43,286	1,086	0	(4,170)	646	594	41,442
<b>TOTAL</b>	<b>64,403</b>	<b>1,083</b>	<b>(108)</b>	<b>(6,582)</b>	<b>599</b>	<b>(72)</b>	<b>59,323</b>

**ADULT SOCIAL CARE  
SUMMARY**

	2014/2015	2015/2016
Number of Full Time Equivalent staff	286	265

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
<b>Expenditure</b>							
Employee Expenses	12,449	0	0	(992)	(117)	1,472	12,812
Premises Related Expenditure	785	0	0	(100)	0	(49)	636
Transport Related Expenditure	713	0	0	0	0	80	793
Supplies and Services	2,882	0	5	(25)	0	(267)	2,595
Third Party Payments	56,924	943	(113)	(1,947)	220	2,139	58,165
Transfer Payments	5,972	143	0	(140)	0	702	6,678
Support Services	6,558	0	0	(646)	0	(533)	5,379
Capital Charges	710	0	0	0	0	99	809
<b>GROSS EXPENDITURE</b>	<b>86,993</b>	<b>1,086</b>	<b>(108)</b>	<b>(3,850)</b>	<b>103</b>	<b>3,643</b>	<b>87,867</b>
<b>Support Services Recharges</b>	<b>(55)</b>	0	0	0	0	0	<b>(55)</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(124)	0	0	0	0	50	(74)
Other Reimbursements & Contributions	(21,264)	(2)	0	(2,732)	0	(3,618)	(27,616)
Customer & Client Receipts	(1,147)	(1)	0	0	496	(147)	(799)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(22,535)</b>	<b>(3)</b>	<b>0</b>	<b>(2,732)</b>	<b>496</b>	<b>(3,715)</b>	<b>(28,489)</b>
<b>NET EXPENDITURE</b>	<b>64,403</b>	<b>1,083</b>	<b>(108)</b>	<b>(6,582)</b>	<b>599</b>	<b>(72)</b>	<b>59,323</b>

**ADULT SOCIAL CARE  
Executive Director**

This Division contains the budget for the Executive Director, Directors and Executive Support Assistants to Directors. This Division incorporates Workforce Development and The Departments Communication Team

	2014/2015	2015/2016
Full Time Equivalents	5	4

**Subjective Analysis of Estimates**

**Expenditure**

Employees  
Premises  
Transport  
Supplies & Services  
Third Party Payments  
Transfer Payments  
Support Services  
Capital Charges

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income  
Government Grants  
Reimbursements & Contributions  
Customer & Client Receipts  
Interest & Other  
Use of Balances & Reserves

**Gross Income**

**Net Expenditure/ (Income)**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
Employees	755	0	0	(194)	0	505	1,066
Premises	1	0	0	0	0	0	1
Transport	2	0	0	0	0	0	2
Supplies & Services	59	0	0	0	0	6	65
Third Party Payments	0	0	0	0	0	180	180
Transfer Payments	0	0	0	0	0	0	0
Support Services	(27)	0	0	0	0	0	(27)
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>790</b>	<b>0</b>	<b>0</b>	<b>(194)</b>	<b>0</b>	<b>691</b>	<b>1,287</b>
<b>Support Services Recharges</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(3)	0	0	0	0	(506)	(509)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(3)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(506)</b>	<b>(509)</b>
<b>Net Expenditure/ (Income)</b>	<b>791</b>	<b>0</b>	<b>0</b>	<b>(194)</b>	<b>0</b>	<b>185</b>	<b>782</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>MTFS Efficiencies:</b> Share of Reduction of Directorate Management, Executive Support Services and review of training programme	(194)	(1)
<b>Other Variations:</b> Adjustment to accounting treatment for employee recharges (S113) comprising of employee related budget of £505k, third party payments of Other Minor Adjustments	180 5	
<b>Total</b>	<b>(9)</b>	<b>(1)</b>

**ADULT SOCIAL CARE  
Finance**

The purpose of this Division is to support the Department to achieve the most effective use of financial resources through forward planning, financial management, monitoring and control, establishing and reviewing systems that maximise income and providing high quality financial information, ensuring officers and members are well briefed on financial issues. This Division constrains the cost for the Shared Services Client Affairs of Deputyship and Appointeeship Service users and the IT Team

	2014/2015	2015/2016
Full Time Equivalents	24	18

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	1,017	0	0	(208)	(117)	319	1,011
Premises	0	0	0	0	0	(1)	(1)
Transport	3	0	0	0	0	0	3
Supplies & Services	108	0	0	0	0	(50)	58
Third Party Payments	0	0	0	0	0	1,505	1,505
Transfer Payments	0	0	0	0	0	0	0
Support Services	6,526	0	0	0	0	(533)	5,993
Capital Charges	359	0	0	0	0	90	449
<b>Gross Expenditure</b>	<b>8,013</b>	<b>0</b>	<b>0</b>	<b>(208)</b>	<b>(117)</b>	<b>1,330</b>	<b>9,018</b>
<b>Support Services Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(65)	(2)	0	0	0	(1,421)	(1,488)
Customer & Client Receipts	(5)	0	0	0	0	(105)	(110)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(70)</b>	<b>(2)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,526)</b>	<b>(1,598)</b>
<b>Net Expenditure/ (Income)</b>	<b>7,943</b>	<b>(2)</b>	<b>0</b>	<b>(208)</b>	<b>(117)</b>	<b>(196)</b>	<b>7,420</b>

Explanation of major items above	£000	FTE
<b>MTFS Efficiencies:</b> Efficiencies from Shared Services back office function savings.	(208)	(4)
<b>MTFS Growth:</b> Employees cost savings from the Abolition of Charging for Home Care Services..	(117)	(2)
<b>Variations:</b>		
Adjustment to accounting treatment for employee recharges (S113)-comprising of employee related budget of £319k, third party payments £241k and contributions from Shared Service providers of (-£159k). In addition there is a third party payments of £1,262k for the estimated costs of Care Act Implementation and corresponding Income relating to Care Act of (-£1,262k)	401	
Capitalisation of Information Technology Costs	(105)	
Reduction in Service Level Agreement budgets	(533)	
Other Minor Adjustments	39	
<b>Total</b>	<b>(523)</b>	<b>(6)</b>

**ADULT SOCIAL CARE  
Strategic Commissioning & Enterprise**

The purpose of this Division is primarily to work with partners particularly with the NHS Service, to integrate care so that our customers receive the right level of care. They also develop the market in services that enable people to be self reliant and independent by procuring and monitoring contracts as well as providing business analysis. The Division is also responsible for a range of in house services such as Supported Homes, Community Support Services and Day Services to support some of the most vulnerable needs.

	2014/2015	2015/2016
Full Time Equivalents	68	65

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	2,969	0	0	(136)	0	370	3,203
Premises	77	0	0	0	0	(18)	59
Transport	299	0	0	0	0	53	352
Supplies & Services	2,238	0	5	(25)	0	(329)	1,889
Third Party Payments	7,772	0	(113)	(743)	0	766	7,682
Transfer Payments	477	0	0	(100)	0	32	409
Support Services	0	0	0	(646)	0	0	(646)
Capital Charges	35	0	0	0	0	9	44
<b>Gross Expenditure</b>	<b>13,867</b>	<b>0</b>	<b>(108)</b>	<b>(1,650)</b>	<b>0</b>	<b>883</b>	<b>12,992</b>
<b>Support Services Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(124)	0	0	0	0	50	(74)
Reimbursements & Contributions	(1,182)	0	0	(360)	0	(1,588)	(3,130)
Customer & Client Receipts	(178)	(1)	0	0	70	0	(109)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1,484)</b>	<b>(1)</b>	<b>0</b>	<b>(360)</b>	<b>70</b>	<b>(1,538)</b>	<b>(3,313)</b>
<b>Net Expenditure/ (Income)</b>	<b>12,383</b>	<b>(1)</b>	<b>(108)</b>	<b>(2,010)</b>	<b>70</b>	<b>(655)</b>	<b>9,679</b>

Explanation of major items above		£000	FTE
<b>Efficiencies:</b>	Contracts that would benefit from public health funding for Supporting People and Third Sector	(646)	
	Reprocurement of Supporting People Contracts	(843)	
	Integrating Commissioning with Health	(260)	
	Review of Supplies and Services Budget & efficiencies from back office functions	(124)	(3)
	Joint work to be undertaken with Children's services and Housing on no recourse to public funds	(100)	
	Review of Learning Disability Residential Supported Living	(37)	
<b>MTFS Growth:</b>	Reduction of Meals Income target	70	
<b>Redirected Resources:</b>	Supporting People Contracts transferred to Children's Services	(108)	
<b>Other Variations:</b>	Adjustment to accounting treatment for employee recharges (S113)- comprising of employee related budget of £370k , third party payments of £766k and reimbursements contributions from Shared Service providers of (- £745k). Additional movement on reimbursements is due to reallocation of NHS funding for social care (-£843k).	(453)	
	Transfer to Integrated Care Division due to the reprovision on a in-house care home service.	(202)	
<b>Total</b>		<b>(2,703)</b>	<b>(3)</b>



**ADULT SOCIAL CARE  
Integrated Care**

This Division provides services which include social work assessment & care management, occupational therapy, community independence services such as reablement, assistive equipment and technology. These services are offered in an integrated way with family doctors, community health services and hospitals. The operational budgets for customers with primary support needs of Physical Support, Sensory Support, Support for Memory & Cognition, Mental Health and Learning Disabilities including placements, packages and direct payments are also included here.

	2014/2015	2015/2016
Full Time Equivalents	189	178

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	7,708	0	0	(454)	0	278	7,532
Premises	707	0	0	(100)	0	(30)	577
Transport	409	0	0	0	0	27	436
Supplies & Services	477	0	0	0	0	106	583
Third Party Payments	49,152	943	0	(1,204)	220	(312)	48,798
Transfer Payments	5,495	143	0	(40)	0	670	6,269
Support Services	59	0	0	0	0	0	59
Capital Charges	316	0	0	0	0	0	316

**Gross Expenditure**

<b>64,323</b>	<b>1,086</b>	<b>0</b>	<b>(1,798)</b>	<b>220</b>	<b>739</b>	<b>64,570</b>
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**Support Services Recharges**

(59)	0	0	0	0	0	(59)
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**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(20,014)	0	0	(2,372)	0	(103)	(22,489)
Customer & Client Receipts	(964)	0	0	0	426	(42)	(580)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

<b>(20,978)</b>	<b>0</b>	<b>0</b>	<b>(2,372)</b>	<b>426</b>	<b>(145)</b>	<b>(23,069)</b>
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**Net Expenditure/ (Income)**

<b>43,286</b>	<b>1,086</b>	<b>0</b>	<b>(4,170)</b>	<b>646</b>	<b>594</b>	<b>41,442</b>
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Explanation of major items above	£000	FTE
<b>MTFS Efficiencies:</b> Customer journey operations alignment efficiencies	(454)	(11)
Rental of space at the Parkview Centre to Health partner agencies	(100)	
Reprocurement of Contract Prices and review of high costs placements and packages .	(1,243)	
Increased investment from health through Better Care Fund and Funding from NHS England	(2,372)	
<b>MTFS Growth:</b> Growth in demand for Learning Disability Services £220k and abolition of home care charging income £426k	646	
<b>Other Variations:</b> Reallocation of employee budget for customer journey investment of £277k, realignment of budgets from third party payments of (£312k), Other Minor Adjustments	635 (42)	
<b>Total</b>	<b>(2,930)</b>	<b>(11)</b>

# CENTRALLY MANAGED BUDGETS

## **Description of Service**

This budget covers corporate financial costs and income. This includes the management of borrowing, pensions administration, corporate and democratic core costs, levy payments, contingency sums, external audit function and housing benefit payments.

The accountancy rules for Corporate & Democratic Core cost are set by CIPFA and constitutes the following two strands:

Democratic Representation & Management – this relates to policy-making and all Member related activities including their support and advice costs.

Corporate Management – this relates to the general running of the Council and the provision of an infrastructure that allows services to be provided.

## **Statement of Core Business**

The staff who manage these costs and income largely report within the Finance & Corporate Services Department. However, these budgets are monitored within CMB to facilitate clearer accounting. The remit is to:

- Manage borrowings by anticipating fiscal and money market changes and maximising the opportunity presented by these to meet the council's needs based on the Medium-Term Financial Plan
- Monitoring the return on the pension fund and ensuring that it is able to meet future obligations based on current actuarial projections
- Correctly accounting for Corporate & Democratic Core costs
- Monitoring and influencing the cost of levies
- Managing the regime for audits of grants and the final Statement of Accounts
- Properly pay Housing benefits based on a thorough understanding of benefit claimants' needs and current legislation and minimise the net cost, after subsidy, to the Council
- Ensure contingency sums are adequate and allocated in accordance with proper council practices

## **Prime objectives of the Department**

- Driving forward the Medium Term Financial Strategy
- To ensure that the pension fund accounting arrangements and level of funding is adequate to meet current and future obligations
- Holding budget managers for the Corporate & Democratic Core to account for their costs and benchmarking this against similar London Boroughs
- Understanding the cost drivers for levies and working in partnership with other London Boroughs where applicable to drive these costs down
- Continuously improving the audit regime to driving down costs
- Continuous improvement in Housing benefits processing and accuracy

# **2015/2016 ESTIMATES**

# **CENTRALLY MANAGED BUDGETS**

**Centrally Managed Budgets  
CHANGE BETWEEN YEARS**

<b>Service Area Analysis</b>	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2015/2016 Estimates £000</b>
Corporate & Democratic Core	5,840	0	0	(80)	0	97	5,857
Levies	1,570	0	0	0	0	0	1,570
Net Cost Of Borrowing	2,751	0	0	(1,250)	0	(419)	1,082
Housing Benefits Support	(91)	0	0	0	0	0	(91)
Pension & Redundancy Costs	9,995	41	0	(200)	0	0	9,836
Other Corporate Items	8,609	138	485	(2,477)	0	1,585	8,340
<b>TOTAL</b>	<b>28,674</b>	<b>179</b>	<b>485</b>	<b>(4,007)</b>	<b>0</b>	<b>1,263</b>	<b>26,594</b>

**Centrally Managed Budgets  
SUMMARY**

	2014/2015		2015/2016			
	Number of Full Time Equivalent staff				0	<b>0</b>

<b>SUBJECTIVE ANALYSIS OF ESTIMATES</b>	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
<b>Expenditure</b>							
Employee Expenses	10,334	41	0	(275)	0	6	10,106
Premises Related Expenditure	858	100	4	0	0	(152)	810
Transport Related Expenditure	0	0	0	0	0	0	0
Supplies and Services	9,688	38	481	(2,282)	0	516	8,441
Third Party Payments	1,752	0	0	0	0	112	1,864
Transfer Payments	154,418	0	0	0	0	0	154,418
Support Services	13,342	0	0	0	0	(2,982)	10,360
Capital Charges	3,911	0	0	(750)	0	0	3,161
<b>GROSS EXPENDITURE</b>	<b>194,303</b>	<b>179</b>	<b>485</b>	<b>(3,307)</b>	<b>0</b>	<b>(2,500)</b>	<b>189,160</b>
<b>Support Services Recharges</b>	<b>(7,745)</b>	0	0	0	0	4,193	<b>(3,552)</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(145,714)	0	0	0	0	0	(145,714)
Other Reimbursements & Contributions	(9,358)	0	0	0	0	(111)	(9,469)
Customer & Client Receipts	(1,652)	0	0	(200)	0	100	(1,752)
Interest & Other	(1,160)	0	0	(500)	0	(419)	(2,079)
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(157,884)</b>	<b>0</b>	<b>0</b>	<b>(700)</b>	<b>0</b>	<b>(430)</b>	<b>(159,014)</b>
<b>NET EXPENDITURE</b>	<b>28,674</b>	<b>179</b>	<b>485</b>	<b>(4,007)</b>	<b>0</b>	<b>1,263</b>	<b>26,594</b>

**Centrally Managed Budgets  
CORPORATE & DEMOCRATIC CORE**

This budget provides for democratic representation and corporate management costs. The main elements include Member costs, subscriptions to local authority associations, officer support to Members centrally and from departments, external audit and inspections and tri borough accommodation recharges. The majority of expenditure consists of a recharge from other budget headings.

	2014/2015	2015/2016
Full Time Equivalents	0	<b>0</b>

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	625	0	0	(80)	0	(1)	544
Third Party Payments	182	0	0	0	0	112	294
Transfer Payments	0	0	0	0	0	0	0
Support Services	6,670	0	0	0	0	(234)	6,436
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(432)	0	0	0	0	(111)	(543)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Expenditure</b>	<b>7,477</b>	<b>0</b>	<b>0</b>	<b>(80)</b>	<b>0</b>	<b>(123)</b>	<b>7,274</b>
<b>Support Services Recharges</b>	<b>(1,205)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>331</b>	<b>(874)</b>
<b>Gross Income</b>	<b>(432)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(111)</b>	<b>(543)</b>
<b>Net Expenditure/ (Income)</b>	<b>5,840</b>	<b>0</b>	<b>0</b>	<b>(80)</b>	<b>0</b>	<b>97</b>	<b>5,857</b>

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - Reduction in external audit fees	(80)	
<b>Other Variations</b> - Realignment of Support services costs across a number of budget areas relating to Service Level Agreements	97	
<b>Total</b>	<b>17</b>	0

**Centrally Managed Budgets  
LEVIES**

The council pays levies to various third parties including the London Pension Fund Authority, The Environment Agency, Lee Valley Park and the Financial Reporting Council.

	2014/2015	2015/2016
Full Time Equivalents	0	<b>0</b>

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	1,570	0	0	0	0	0	1,570
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

<b>1,570</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,570</b>
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**Support Services Recharges**

0	0	0	0	0	0	0	0
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**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**Net Expenditure/ (Income)**

<b>1,570</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,570</b>
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Explanation of major items above	£000	FTE
<b>Total</b>	<b>0</b>	<b>0</b>

**Centrally Managed Budgets  
NET COST OF BORROWING**

This area encompasses the receipt and payment of interest on investment and loans, premiums and discounts and debt management expenses. It also includes provision for the repayment of the Council's debt.

	2014/2015	2015/2016
Full Time Equivalents	0	<b>0</b>

**Subjective Analysis of Estimates**

**Expenditure**

Employees  
Premises  
Transport  
Supplies & Services  
Third Party Payments  
Transfer Payments  
Support Services  
Capital Charges

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income  
Government Grants  
Reimbursements & Contributions  
Customer & Client Receipts  
Interest & Other  
Use of Balances & Reserves

**Gross Income**

**Net Expenditure/ (Income)**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	3,911	0	0	(750)	0	0	3,161
<b>Gross Expenditure</b>	<b>3,911</b>	<b>0</b>	<b>0</b>	<b>(750)</b>	<b>0</b>	<b>0</b>	<b>3,161</b>
<b>Support Services Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	(1,160)	0	0	(500)	0	(419)	(2,079)
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1,160)</b>	<b>0</b>	<b>0</b>	<b>(500)</b>	<b>0</b>	<b>(419)</b>	<b>(2,079)</b>
<b>Net Expenditure/ (Income)</b>	<b>2,751</b>	<b>0</b>	<b>0</b>	<b>(1,250)</b>	<b>0</b>	<b>(419)</b>	<b>1,082</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>Efficiencies</b> - Debt reduction strategy and increased investment income	(1,250)	
<b>Other Variations</b> - Transfer of budget to the Transport and Technical Services Department to fund loss of rental income arising from sale of properties	(419)	
<b>Total</b>	<b>(1,669)</b>	<b>0</b>



**Centrally Managed Budgets  
HOUSING BENEFITS SUPPORT**

All payments of Housing benefits, as well as the grant receivable from the Department for Work & Pensions, are recorded within this budget. The budgets for administration of the Hammersmith & Fulham Benefits Team are shown within H&F Direct within Finance & Corporate Services.

	2014/2015	2015/2016
Full Time Equivalents	0	<b>0</b>

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	154,381	0	0	0	0	0	154,381
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

	<b>154,381</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>154,381</b>
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**Support Services Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(145,714)	0	0	0	0	0	(145,714)
Reimbursements & Contributions	(8,758)	0	0	0	0	0	(8,758)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

	<b>(154,472)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(154,472)</b>
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**Net Expenditure/ (Income)**

	<b>(91)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(91)</b>
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Explanation of major items above	£000	FTE
	0	
<b>Total</b>	<b>0</b>	<b>0</b>

**Centrally Managed Budgets  
PENSION & REDUNDANCY COSTS**

This budget provides for the cost of 'added-years' that are payable to the pensions fund for early retirement. This budget also has provision to meet costs of future restructuring and downsizing. The council wide adjustment for the past service pension deficit is also reflected here.

	2014/2015	2015/2016
Full Time Equivalents	0	<b>0</b>

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	10,000	41	0	(200)	0	0	9,841
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	845	0	0	0	0	(100)	745
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(850)	0	0	0	0	100	(750)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>10,845</b>	<b>41</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>(100)</b>	<b>10,586</b>
	0	0	0	0	0	0	0
	<b>(850)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>(750)</b>
	<b>9,995</b>	<b>41</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>0</b>	<b>9,836</b>

**Explanation of major items above**

**Efficiencies** - reassessment of redundancy budget requirements.

**Other Variations** - Budget realignments predominantly related to Service Level Agreement recalculations

	£000	FTE
	(200)	
	100/(100)	
<b>Total</b>	(200)	0

**Centrally Managed Budgets  
OTHER CORPORATE ITEMS**

These budgets hold the Council's insurance premiums, contingency balances, business rate discretionary relief as well as other non-distributable corporate Service Level Agreement costs (SLA).

	2014/2015	2015/2016
Full Time Equivalents	0	<b>0</b>

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	334	0	0	(75)	0	6	265
Premises	858	100	4	0	0	(152)	810
Transport	0	0	0	0	0	0	0
Supplies & Services	9,063	38	481	(2,202)	0	517	7,897
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	37	0	0	0	0	0	37
Support Services	5,827	0	0	0	0	(2,648)	3,179
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(168)	0	0	0	0	0	(168)
Customer & Client Receipts	(802)	0	0	(200)	0	0	(1,002)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>16,119</b>	<b>138</b>	<b>485</b>	<b>(2,277)</b>	<b>0</b>	<b>(2,277)</b>	<b>12,188</b>
	(6,540)	0	0	0	0	3,862	(2,678)
	<b>(970)</b>	<b>0</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>0</b>	<b>(1,170)</b>
	<b>8,609</b>	<b>138</b>	<b>485</b>	<b>(2,477)</b>	<b>0</b>	<b>1,585</b>	<b>8,340</b>

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - Increased Land Charge Income based on Housing Market activity	(200)	
<b>Efficiencies</b> - Maternity budget reduced in line with borough wide staff reductions	(75)	
<b>Efficiencies</b> - Cease contribution to Dilapidations reserve in line with current property portfolio	(949)	
<b>Efficiencies</b> - Release back inflation contingency	(400)	
<b>Efficiencies</b> - Business Intelligence New Homes Bonus savings (£500k), communications savings (£134k), grant realignment savings (£219k)	(853)	
<b>Other Variations</b> - Budget realignments predominantly related to Service Level Agreement recalculations	1,585	
<b>Redirected Resources</b> - transfer of unallocated contingencies in line with approvals (£516k) and other minor adjustments (-£31k)	485	
<b>Total</b>	<b>(407)</b>	<b>0</b>

# CHILDREN'S SERVICES

## **Description of Service**

Children's Services provides child-centred social care services that minimise the risk of harm to the most vulnerable children and provide locality based intervention and prevention services to meet the needs of children and young people, enabling them to get the best start in life. The education service promotes excellent teaching to ensure the best outcomes for the borough's children. A number of key services are jointly managed through working arrangements with the Royal Borough of Kensington and Chelsea and Westminster City Council. In 2014/15 there was the consolidation of a number of services and 2015/16 provides a further opportunity to expand joined up working to deliver further MTFS targets, whilst protecting front line services for Hammersmith and Fulham's most vulnerable residents.

Children's Services for the three boroughs is directed by a single Senior Leadership Team and includes a number of combined and borough-based services. School improvement is supported by local teams within the Schools Commissioning division. Family Services are delivered locally under a dedicated Family Services Director: some services are universal and designed to work with agencies such as schools and early years settings. Others are designed to identify children and families who are vulnerable and who may be in need of protection or who may need to be "looked after". The combined Commissioning Unit has now been working well for two years and in 2015/16, we should continue to see the cost advantages of being able to work with other boroughs on major joint commissioning projects to deliver cost efficiencies on contracts and best practice in procurement.

## **Statement of Core Business**

Children's Services aims to improve the lives and life chances of the borough's children and young people; intervene early to give the best start in life and promote wellbeing; ensure children and young people are protected from harm; and that all have access to an excellent education and achieve their potential. All of this will be done whilst reducing costs and improving service effectiveness.

## **Prime objectives of the Department**

The Department's strategic objectives are:

- To enable all children and young people to live safely, and ensure that they are not at risk of harm.
- To continue to discharge our responsibilities as corporate parents to ensure that children in care and care leavers are safe, healthy, and succeed.
- To carry out the right intervention at the right time in order to reduce demand for high cost specialist services and where possible meet the needs of children and young people receiving these services in a more cost effective way.
- To provide support and challenge to early years settings, schools and colleges, in order to raise standards of educational achievement.
- To ensure that children with complex education, health and care needs are given the maximum opportunities to enhance the quality of their life and are safe, healthy and succeed.
- To improve their life chances and wellbeing.
- To ensure that resources are deployed effectively and efficiently, to achieve value for money, and to reduce costs whilst delivering improved outcomes



# **2015/2016 ESTIMATES**

# **CHILDREN'S SERVICES**

## CHILDREN'S SERVICES CHANGE BETWEEN YEARS

<b>Service Area Analysis</b>	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2015/2016 Estimates £000</b>
Dedicated Schools Expenditure	44	0	0	0	0	(44)	0
Asylum Seekers	1,013	36	0	0	200	6	1,255
Family Services Summary	32,469	576	113	(2,657)	1,192	(1,188)	30,505
Commissioning Summary	5,601	24	0	(898)	0	563	5,290
Finance And Resources Summary	5,853	2	0	(257)	0	(482)	5,116
Education Summary	4,774	0	0	(168)	0	(75)	4,531
<b>TOTAL</b>	<b>49,754</b>	<b>638</b>	<b>113</b>	<b>(3,980)</b>	<b>1,392</b>	<b>(1,220)</b>	<b>46,697</b>

**CHILDREN'S SERVICES  
SUMMARY**

	<b>2014/2015</b>	<b>2015/2016</b>
Number of Full Time Equivalent staff	2,194	1,927

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
<b>Expenditure</b>							
Employee Expenses	85,564	0	0	(1,349)	0	(13,562)	70,653
Premises Related Expenditure	7,213	1	0	0	0	215	7,429
Transport Related Expenditure	2,628	0	0	0	0	835	3,463
Supplies and Services	8,853	18	0	(150)	0	(2,449)	6,272
Third Party Payments	50,507	554	0	(1,509)	667	17,929	68,148
Transfer Payments	2,786	65	113	(100)	725	(369)	3,220
Support Services	13,930	0	0	0	0	(1,080)	12,850
Capital Charges	4,324	0	0	0	0	(584)	3,740
<b>GROSS EXPENDITURE</b>	<b>175,805</b>	<b>638</b>	<b>113</b>	<b>(3,108)</b>	<b>1,392</b>	<b>935</b>	<b>175,775</b>
<b>Support Services Recharges</b>	<b>(9,229)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>(9,164)</b>
<b>Income</b>							
Internal Recharge Income	(6)	0	0	0	0	(30)	(36)
Government Grants	(108,741)	0	0	(400)	0	(269)	(109,410)
Other Reimbursements & Contributions	(7,411)	0	0	(347)	0	(1,654)	(9,412)
Customer & Client Receipts	(1,302)	0	0	(125)	0	173	(1,254)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	638	0	0	0	0	(440)	198
<b>GROSS INCOME</b>	<b>(116,822)</b>	<b>0</b>	<b>0</b>	<b>(872)</b>	<b>0</b>	<b>(2,220)</b>	<b>(119,914)</b>
<b>NET EXPENDITURE</b>	<b>49,754</b>	<b>638</b>	<b>113</b>	<b>(3,980)</b>	<b>1,392</b>	<b>(1,220)</b>	<b>46,697</b>

**CHILDREN'S SERVICES  
DEDICATED SCHOOLS EXPENDITURE**

Schools are largely funded from Dedicated Schools grant receivable from government. This budget accounts for the distribution of the grant to schools and centrally retained services.

	2014/2015	2015/2016
Full Time Equivalents	1,725	1,506

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	64,232	0	0	0	0	(12,028)	52,204
Premises	6,899	0	0	0	0	0	6,899
Transport	0	0	0	0	0	0	0
Supplies & Services	5,942	0	0	0	0	(2,711)	3,231
Third Party Payments	25,415	0	0	0	0	15,157	40,572
Transfer Payments	117	0	0	0	0	(17)	100
Support Services	4,607	0	0	0	0	(5)	4,602
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>107,212</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>396</b>	<b>107,608</b>
	(100)	0	0	0	0	0	(100)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(106,683)	0	0	0	0	0	(106,683)
Reimbursements & Contributions	(549)	0	0	0	0	0	(549)
Customer & Client Receipts	(474)	0	0	0	0	0	(474)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	638	0	0	0	0	(440)	198

**Gross Income**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
<b>Other Variations</b> - Service Level Agreement adjustments (-£5k), Accounting adjustment of Dedicated Schools Grant payment now classified as 3rd party payment (£3,129k) from supplies and services budgets (-£2,711k) and general balances (-£399k), Movement to Finance & Resources of general fund budget balances (-£41k). Other realignments (-£17k). FTE reduction relating to schools converting to Academy status.	(44)	(219)
<b>Total</b>	<b>(44)</b>	<b>(219)</b>



**CHILDREN'S SERVICES  
ASYLUM SEEKERS**

This Division provides services including social work, accommodation, subsistence and support to Unaccompanied Asylum Seeking Children (UASC), and former UASC leaving care.

	2014/2015	2015/2016
Full Time Equivalents	6	6

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	293	0	0	0	0	5	298
Premises	0	0	0	0	0	0	0
Transport	1	0	0	0	0	0	1
Supplies & Services	9	0	0	0	0	0	9
Third Party Payments	358	14	0	0	0	(9)	363
Transfer Payments	747	22	0	0	200	0	969
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(395)	0	0	0	0	10	(385)
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>1,408</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>(4)</b>	<b>1,640</b>
	0	0	0	0	0	0	0
	<b>(395)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>(385)</b>
	<b>1,013</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>6</b>	<b>1,255</b>

**Explanation of major items above**

	£000	FTE
<b>Growth</b> - Young people who are All Rights Exhausted (former Unaccompanied Asylum Seeking Children)	200	
<b>Other variations</b> - Pay Award (£6.4k), Peoples Portfolio transformational savings (-£1.4k). Realignment of third party payments (-£9k) to match grant income (£10k)	6	
<b>Total</b>	<b>206</b>	<b>0</b>

**CHILDREN'S SERVICES  
FAMILY SERVICES SUMMARY**

This Division contains the following services: Contact and Assessment, Family Support and Child Protection, Looked After Children, Permanency, Children with Disabilities, Fostering and Adoption, Safeguarding and Quality Assurance, Youth Offending Service & Localities.

	2014/2015	2015/2016
Full Time Equivalents	293	293

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	14,326	0	0	(777)	0	130	13,679
Premises	222	1	0	0	0	18	241
Transport	443	0	0	0	0	0	443
Supplies & Services	1,769	16	0	(150)	0	5	1,640
Third Party Payments	10,714	516	0	(1,105)	667	1,632	12,424
Transfer Payments	1,875	43	113	(100)	525	(352)	2,104
Support Services	5,791	0	0	0	0	(1,511)	4,280
Capital Charges	334	0	0	0	0	29	363

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>35,474</b>	<b>576</b>	<b>113</b>	<b>(2,132)</b>	<b>1,192</b>	<b>(49)</b>	<b>35,174</b>
	(552)	0	0	0	0		(552)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(1,534)	0	0	(400)	0	(314)	(2,248)
Reimbursements & Contributions	(699)	0	0	0	0	(825)	(1,524)
Customer & Client Receipts	(220)	0	0	(125)	0	0	(345)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>(2,453)</b>	<b>0</b>	<b>0</b>	<b>(525)</b>	<b>0</b>	<b>(1,139)</b>	<b>(4,117)</b>
	<b>32,469</b>	<b>576</b>	<b>113</b>	<b>(2,657)</b>	<b>1,192</b>	<b>(1,188)</b>	<b>30,505</b>

Explanation of major items above	£000	FTE
<b>Growth</b> - Increasing number of children being supported under the Southwark Judgement (£375k), Increase in Secure Remand cases not funded by the Youth Justice Board (£200k), Increase in number of over 21 year olds remaining in education with LA support (£70k), Increase in previously Looked After Children (LAC) remaining in Staying Put arrangements after 18 (£96k), 18+ Children With Disabilities who do not meet ASC criteria (£80k), Increase in permanence expenditure related to Tower Hamlets case (£371k)	1,192	
<b>Efficiencies</b> - Early Help Review (-£360k), Staffing (-£60k), Disabled Children expenditure (-£385k), Troubled Families (-£400k), remodel of LAC service (-£300k, -5FTE), People Portfolio transformational savings (-£96k), Local Safeguarding Children Board review (-£121k), Care pilot legal costs (-£110k), reduced costs for young people leaving care (-£100k), LAC placements (-£695k), Other (-£30k)	(2,657)	(14)
<b>Redirected Resources</b> - Reduced Supporting People funding transferred from Adult Social Care to Children's Services to replace grant income	113	
<b>Other Variations</b> - Adjustments to the accounting treatment for employee recharges (S113): Employees (£-88k), third party payments (£1157k) and reimbursements and contributions (-£859k) Changes in charges for Service Level Agreements (-£1511k), Other Variations (£113k)	(1,188)	
<b>Other FTE changes</b> - Focus on Practice project		14
<b>Total</b>	<b>(2,540)</b>	<b>0</b>

**CHILDREN'S SERVICES  
COMMISSIONING SUMMARY**

This Division contains the following areas of activity: Commissioning Management and Business Support, Commissioning Young People and Early Years, Policy, Complaints, Workforce Development, School Meals Contract. Also included is the Commissioning Placement area & the Commissioning Transport area for the provision of transport services for Adult Day Centres and Special Education Needs .

	2014/2015	2015/2016
Full Time Equivalents	35	32

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	501	0	0	(147)	0	512	866
Premises	(3)	0	0	0	0	5	2
Transport	1,092	0	0	0	0	165	1,257
Supplies & Services	188	0	0	0	0	16	204
Third Party Payments	11,701	24	0	(404)	0	277	11,598
Transfer Payments	0	0	0	0	0	0	0
Support Services	438	0	0	0	0	442	880
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>13,917</b>	<b>24</b>	<b>0</b>	<b>(551)</b>	<b>0</b>	<b>1,417</b>	<b>14,807</b>
	(4,604)	0	0	0	0	0	(4,604)
Internal Recharge Income	0	0	0	0	0	(36)	(36)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(3,712)	0	0	(347)	0	(818)	(4,877)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>(3,712)</b>	<b>0</b>	<b>0</b>	<b>(347)</b>	<b>0</b>	<b>(854)</b>	<b>(4,913)</b>
	<b>5,601</b>	<b>24</b>	<b>0</b>	<b>(898)</b>	<b>0</b>	<b>563</b>	<b>5,290</b>

**Explanation of major items above**

	£000	FTE
<b>Efficiencies</b> - Tri-Borough Commissioning service review (-£139k, 5FTE), People Portfolio transformational savings (-£8k), Children's Centres - Public Health investment in Early Years priorities (-£404k), Review of funding arrangements for school meals to respond to changes in statutory responsibilities for schools and Local Authorities (-£347k)	(898)	(5)
<b>Other Variations</b> - Adjustments to the accounting treatment for employee recharges (S113): Employees (£661k)*, third party payments (£164k)** and reimbursements and contributions (-£818k)	563	2
*Other employees adjustments - Salary budget realignment for new transport contract service (-£165k, 2FTE), Pay Award and Peoples Portfolio re-allocation (£22k), other employee realignments (£-6k)		
**Other third party adjustments - realignment of youth commissioning budgets (£113k)		
Redirection of resources to Supplies and Services for Youth Commissioning (£16k), Budget reallocation for new transport contract service from employees to Transport (£165k), Transport Commissioning income from ASC (-£36k), Corporate adjustments for Service Level Agreement (£442k), National Non Domestic Rates (£5k)		
<b>Total</b>	<b>(335)</b>	<b>(3)</b>

**CHILDREN'S SERVICES  
FINANCE AND RESOURCES SUMMARY**

This Division includes the departmental costs of Directors Office, Executive Support, Accountancy, Facilities, Project Support, IT Strategy, Development & Support & Schools Mutual contract.

	2014/2015	2015/2016
Full Time Equivalents	30	25

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	1,447	0	0	(257)	0	(220)	970
Premises	(23)	0	0	0	0	195	172
Transport	1	0	0	0	0	0	1
Supplies & Services	289	2	0	0	0	(131)	160
Third Party Payments	1,433	0	0	0	0	336	1,769
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,477	0	0	0	0	(59)	1,418
Capital Charges	3,990	0	0	0	0	(613)	3,377

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>8,614</b>	<b>2</b>	<b>0</b>	<b>(257)</b>	<b>0</b>	<b>(492)</b>	<b>7,867</b>
	(1,089)	0	0	0	0	65	(1,024)
Internal Recharge Income	(6)	0	0	0	0	6	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1,286)	0	0	0	0	(201)	(1,487)
Customer & Client Receipts	(380)	0	0	0	0	140	(240)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - Finance Team Service Review (-£250k, -4.5 FTE), People Portfolio transformational savings (-£7k)	(257)	(5)
<b>Other Variations</b> - Adjustments to the accounting treatment for employee recharges (S113): Employees (-£137k)*, third party payments (£327k) and reimbursements and contributions (-£197k)	(482)	
*Other employee adjustments - Reallocation of People Portfolio Savings (-£62k), Pension Adjustments (-£42k), Pay award (£21k)		
NDR payments (£19k), Premises costs (£176k), Corporate Adjustments for Service Level Agreement (£6k) and Depreciation charges (-£613k), Movement from Dedicated Schools Expenditure of general fund balance (£41k), Departmental realignment of capital income budgets (£100k) and supplies and services (£-100k), Other departmental and overhead realignments (-£21k)		
<b>Total</b>	(739)	(5)

**CHILDREN'S SERVICES  
EDUCATION SUMMARY**

This Division undertakes the evaluation and inclusion of Schools within Children's Services. This service area also includes other grants and external funding used to support the provision of services to Schools and the Strategic Management of the education service. In addition it includes transport and music services to schools.

	2014/2015	2015/2016
Full Time Equivalents	104	66

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	4,765	0	0	(168)	0	(1,961)	2,636
Premises	118	0	0	0	0	(3)	115
Transport	1,091	0	0	0	0	670	1,761
Supplies & Services	656	0	0	0	0	372	1,028
Third Party Payments	886	0	0	0	0	536	1,422
Transfer Payments	47	0	0	0	0	0	47
Support Services	1,617	0	0	0	0	53	1,670
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>9,180</b>	<b>0</b>	<b>0</b>	<b>(168)</b>	<b>0</b>	<b>(333)</b>	<b>8,679</b>
	(2,884)	0	0	0	0	0	(2,884)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(129)	0	0	0	0	35	(94)
Reimbursements & Contributions	(1,165)	0	0	0	0	190	(975)
Customer & Client Receipts	(228)	0	0	0	0	33	(195)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(1,522)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>258</b>	<b>(1,264)</b>

**Net Expenditure/ (Income)**

	<b>4,774</b>	<b>0</b>	<b>0</b>	<b>(168)</b>	<b>0</b>	<b>(75)</b>	<b>4,531</b>
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Explanation of major items above	£000	FTE
<b>Efficiencies</b> - People Portfolio transformational savings (-£17k), School Improvement - increase in income generation (-£151k)	(168)	
<b>Other Variations</b> - Adjustments to the accounting treatment for employee recharges (S113): Employees (£200k)*, third party payments (£588k) and reimbursements and contributions (-£400k)	(75)	(34)
*Other employee adjustments - Reallocation of transport salary budget following service review (-£839k, 24 FTE) and CHS contribution to Transport Commissioning Officers salaries (-£40k). Adults Transport salary budget redirected to ASC under new contract (-£427k, 10 FTE); Realignment of salary budgets (-£857k); income target reduction realignment (-£55k); Pay Award (£70k), other realignments (£13k)		
**Other third party payments adjustments - budget realignment to supplies and services (-£59k), other realignments (£7k)		
***Other reimbursement and contributions adjustments - Removal of Adults transport income budget (£498k), realignment of traded service income (£100k), other realignments (£8k)		
Corporate Service Level Agreement adjustments (£53k), Realignment of National Non Domestic Rates budget - Professional Development Centre (-£3k), Supplies and Services budget realignments for Early Years (£97k) and City Learning Centre team areas (£275k), Budget realignment for new transport contract costs (£670k), Reduction in Education Penalties in Attendance & Child Employment service and internal room hire in L. Husset (£33k), Decrease in Education Business Partnership grant funding (£35k)		
<b>Other FTE changes</b> - Service Review of Special Education Needs and School Improvement		(4)
<b>Total</b>	<b>(243)</b>	<b>(38)</b>

# ENVIRONMENT, LEISURE & RESIDENTS' SERVICES

## **Description of Service**

The vision of the Environment, Leisure and Residents' Services Department (ELRS) is to provide the best possible services to our customers at the least possible cost, ensuring they have a positive experience of interacting with us.

ELRS provides a diverse range of services for both the London Borough of Hammersmith and Fulham as well as the Royal Borough of Kensington and Chelsea. All ELRS services add significantly to improving the quality of life of residents, businesses and visitors to our boroughs. The department has ambitious targets and objectives, based on what our residents have told us are important to them.

## **Statement of Core Business**

ELRS supports the Council's core objectives by:

- Tackling Crime and Anti-Social Behaviour, including enhanced town centre policing
- Keeping streets clean and clutter-free for our residents
- Providing excellent parks and open spaces
- Supporting the framework for a healthy borough
- Providing excellent customer focussed services to local businesses
- Inspiring residents with high quality, enjoyable arts and culture activities
- Ensuring business continuity for our residents in times of unexpected disruption
- Engaging with communities in a number of ways, from parks forums through to excellent local street markets
- Meeting the Council's statutory obligations with regard to the registration of births, deaths and marriages
- Proactively seeking new business development opportunities

## **Prime objectives of the Department**

The purpose of ELRS is to reduce the cost of services whilst delivering effective, customer focussed services. Through shared services with the Royal Borough of Kensington and Chelsea we aim to further improve performance and optimise the skills of the team by comparing and contrasting the best in both boroughs.

The prime objectives of the department are:

- Improving resident satisfaction with services through customer engagement
- Providing high quality, value for money services for residents
- Tackling crime and anti-social behaviour for a safer environment
- Reducing waste, fly-tipping, fly-posting, graffiti and litter and increasing recycling
- Developing our commercial services
- Delivering a new sports and physical activity offer for the borough
- Improving and delivering on the objectives of the Parks & Open Spaces Strategies
- Redefining and providing a modern and welcoming public library service
- Delivering excellent services and facilities which enhance quality of life within the borough

## **2015/16 ESTIMATES**

# **ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT**

**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT  
CHANGE BETWEEN YEARS**

<b>Service Area Analysis</b>	<b>2014/15 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2015/16 Estimates £000</b>
Executive Directors Office, Finance & Resources	(86)	0	0	(29)	0	(38)	(153)
Safer Neighbourhoods	9,134	37	0	(1,148)	402	(668)	7,757
Cleaner, Greener & Cultural Services	21,393	62	(185)	(47)	285	(564)	20,944
Customer & Business Development	693	8	0	(200)	100	130	631
<b>TOTAL</b>	<b>31,134</b>	<b>107</b>	<b>(185)</b>	<b>(1,424)</b>	<b>787</b>	<b>(1,140)</b>	<b>29,179</b>



**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT  
SUMMARY**

	2014/15	2015/16
Number of Full Time Equivalent staff	142	133

**SUBJECTIVE ANALYSIS OF ESTIMATES**

**Expenditure**

	2014/15 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/16 Estimates £000
Employee Expenses	5,166	0	0	(90)	0	481	5,557
Premises Related Expenditure	3,788	27	0	(55)	0	(226)	3,534
Transport Related Expenditure	2,119	0	0	0	0	(1,123)	996
Supplies and Services	1,574	0	0	(29)	0	(132)	1,413
Third Party Payments	24,377	101	(185)	(945)	269	680	24,297
Transfer Payments	0	0	0	0	0	0	0
Support Services	5,885	0	0	0	0	(994)	4,842
Capital Charges	2,498	0	0	0	0	(332)	2,166

**GROSS EXPENDITURE**

	<b>45,407</b>	<b>128</b>	<b>(185)</b>	<b>(1,119)</b>	<b>269</b>	<b>(1,646)</b>	<b>42,805</b>
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**Support Services Recharges**

	<b>(1,170)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(104)</b>	<b>(1,225)</b>
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**Income**

Internal Recharge Income	(3,739)	0	0	0	413	1,711	(1,715)
Government Grants	(15)	0	0	0	0	15	0
Other Reimbursements & Contributions	(1,891)	0	0	(25)	89	(605)	(2,432)
Customer & Client Receipts	(7,458)	(21)	0	(280)	16	(511)	(8,254)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**GROSS INCOME**

	<b>(13,103)</b>	<b>(21)</b>	<b>0</b>	<b>(305)</b>	<b>518</b>	<b>610</b>	<b>(12,401)</b>
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**NET EXPENDITURE**

	<b>31,134</b>	<b>107</b>	<b>(185)</b>	<b>(1,424)</b>	<b>787</b>	<b>(1,140)</b>	<b>29,179</b>
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**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT  
EXECUTIVE DIRECTORS OFFICE, FINANCE & RESOURCES**

This consists of the Executive Director for Environment Leisure & Residents' Services for LBHF & The Royal Borough of Kensington and Chelsea and the related administrative support. Also included is the ELRS Finance Team. The costs of the Executive Director and related administrative support are allocated to Directorate service areas and in the case of the Executive Director costs, part allocated to the Corporate and Democratic Core (CDC).

	2014/15	2015/16
Full Time Equivalents	4	4

**Subjective Analysis of Estimates**

**Expenditure**

	2014/15 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/16 Estimates £000
Employees	283	0	0	0	0	239	522
Premises	1	0	0	0	0	0	1
Transport	0	0	0	0	0	0	0
Supplies & Services	30	0	0	(29)	0	(34)	(33)
Third Party Payments	0	0	0	0	0	63	63
Transfer Payments	0	0	0	0	0	0	0
Support Services	28	0	0	0	0	27	55
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>342</b>	<b>0</b>	<b>0</b>	<b>(29)</b>	<b>0</b>	<b>295</b>	<b>608</b>
<b>Support Services Recharges</b>	<b>(428)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(84)</b>	<b>(512)</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	(249)	(249)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(249)</b>	<b>(249)</b>
<b>Net Expenditure/ (Income)</b>	<b>(86)</b>	<b>0</b>	<b>0</b>	<b>(29)</b>	<b>0</b>	<b>(38)</b>	<b>(153)</b>

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - People portfolio target (-£29k). The cumulative target for people portfolio savings is now £151k (i.e. the net bottom line budget for this directorate) and is expected to be recharged to services in year as savings arise	(29)	
<b>Other Variations</b> - Pay inflation (£12k), Transfer of budget from corporate finance to ELRS finance (£13k), realignment of corporate and departmental overheads (-£63k)	(38)	
<b>Total</b>	<b>(67)</b>	<b>0</b>

**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT  
SAFER NEIGHBOURHOODS**

The Safer Neighbourhoods Directorate is made up of a large group of services, organised in to 3 service areas. The Community Safety service works to make the borough a safer place for residents and visitors. This is achieved through a range of council-based services who work closely with the police and local partners to support victims of crime and take enforcement action against offenders. The Leisure and Parks team work to provide good quality parks, cemeteries, leisure and ecological services for residents. Emergency Services includes a diverse range of services including Emergency Planning, Coroners, Mortuary and Fleet Transport. The FTE figures below include 20 HRA funded staff. The costs associated with these staff are included in the HRA budget book pages and are not included below.

	2014/15	2015/16
Full Time Equivalents	89	79

**Subjective Analysis of Estimates**

**Expenditure**

	2014/15 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/16 Estimates £000
Employees	2,857	0	0	(60)	0	109	2,906
Premises	3,688	27	0	(55)	0	(162)	3,498
Transport	2,036	0	0	0	0	(1,127)	909
Supplies & Services	1,271	0	0	0	0	(70)	1,201
Third Party Payments	1,713	10	0	(928)	0	212	1,007
Transfer Payments	0	0	0	0	0	0	0
Support Services	3,115	0	0	0	0	(457)	2,658
Capital Charges	2,344	0	0	0	0	(328)	2,016

**Gross Expenditure**

**Support Services Recharges**

**Income**

<b>Gross Expenditure</b>	<b>17,024</b>	<b>37</b>	<b>0</b>	<b>(1,043)</b>	<b>0</b>	<b>(1,823)</b>	<b>14,195</b>
<b>Support Services Recharges</b>	<b>(395)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(7)</b>	<b>(402)</b>
<b>Income</b>							
Internal Recharge Income	(3,115)	0	0	0	313	1,711	(1,091)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1,796)	0	0	(25)	89	(21)	(1,753)
Customer & Client Receipts	(2,584)	0	0	(80)	0	(528)	(3,192)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Income</b>	<b>(7,495)</b>	<b>0</b>	<b>0</b>	<b>(105)</b>	<b>402</b>	<b>1,162</b>	<b>(6,036)</b>
<b>Net Expenditure/ (Income)</b>	<b>9,134</b>	<b>37</b>	<b>0</b>	<b>(1,148)</b>	<b>402</b>	<b>(668)</b>	<b>7,757</b>

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - Review parks police management structure (-£60k, -2 FTE), make enhanced policing nil cost to the general fund (-£578k), expansion of mortuary service (-£25k), small efficiencies in grounds maintenance contract (-£55k), alternative delivery of sports functions (-£15k, -1 FTE), align sports booking income budgets with actuals (-£65k), make Phoenix Sports Centre nil cost to the general fund (-£350k)	(1,148)	(3)
<b>Growth</b> - shortfall in coroners and mortuary recharge income (£89k), budget gap as a result of the reduction of the in-house vehicle fleet (£313k)	402	
<b>Other Variations</b> - Pay inflation (£74k), capital financing adjustment (-£328k), Service Level Agreement adjustments (-£504k), departmental overhead adjustments (£48k), contribution to grounds maintenance at Bishops Park / Fulham Palace (£40k), other departmental budget transfers (£2k)	(668)	
<b>Other FTE changes</b> - outsource bereavement service to Quadron (-2.5), share Leisure Contract Manager with RBKC (-0.5), HRA FTE changes (-4), implement shared CCTV service with RBKC (+1, delete vacant Civil Protection post (-1). Budget adjustments relating to all of these are already reflected in the budgets	0	(7)
<b>Total</b>	<b>(1,414)</b>	<b>(10)</b>

**ENVIRONMENT, LEISURE & RESIDENTS SERVICES' DEPARTMENT  
CLEANER, GREENER & CULTURAL SERVICES**

The Cleaner, Greener & Cultural services directorate is made up of 2 service areas. The Culture Service seeks to involve, amaze and inspire residents with high quality and enjoyable arts and culture events and activities. These include the fireworks and the Oxford and Cambridge Boat Race. The Waste and Street Enforcement Service strives to ensure that waste collections are made promptly and that our streets are clean and clutter-free for our residents, businesses, and the many visitors who pass through our borough. This team also works with Western Riverside Waste Authority to dispose of the waste, using the most economical and sustainable methods available.

	2014/15	2015/16
Full Time Equivalents	23	23

**Subjective Analysis of Estimates**

**Expenditure**

	2014/15 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/16 Estimates £000
Employees	1,007	0	0	(30)	0	140	1,117
Premises	98	0	0	0	0	(64)	34
Transport	76	0	0	0	0	4	80
Supplies & Services	246	0	0	0	0	(39)	207
Third Party Payments	19,893	83	(185)	(17)	269	93	20,136
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,555	0	0	0	0	(399)	1,107
Capital Charges	154	0	0	0	0	(4)	150

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>23,029</b>	<b>83</b>	<b>(185)</b>	<b>(47)</b>	<b>269</b>	<b>(269)</b>	<b>22,831</b>
	<b>(182)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(53)</b>	<b>(186)</b>
Internal Recharge Income	(297)	0	0	0	0	0	(297)
Government Grants	(15)	0	0	0	0	15	0
Reimbursements & Contributions	(95)	0	0	0	0	(267)	(362)
Customer & Client Receipts	(1,047)	(21)	0	0	16	10	(1,042)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>(1,454)</b>	<b>(21)</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>(242)</b>	<b>(1,701)</b>
	<b>21,393</b>	<b>62</b>	<b>(185)</b>	<b>(47)</b>	<b>285</b>	<b>(564)</b>	<b>20,944</b>

Explanation of major items above	£000	FTE
<b>Redirected Resources</b> - reverse permanent virement for waste management contract, now included as growth in the base budget (-£185k)	(185)	
<b>Efficiencies</b> - create a joint filming and events service (-£30k), completion of three year funding commitment to Hurlingham & Chelsea library (-£17k)	(47)	
<b>Growth</b> - Net growth in waste management contract (£185k), waste disposal growth (£84k); bulky waste compensation (£16k)	285	
<b>Other Variations</b> - Pay inflation (£11k), capital financing adjustment (-£4k), Service Level Agreement adjustments (-£412k), departmental overhead adjustments (-£59k), permanent virement for waste management contract growth (reversed out above, £185k), waste management contract realignment to separate commercial and domestic waste and markets (£203k), realign waste disposal budgets to separate adjustments for commercial and domestic waste (£29k), contribution to grounds maintenance at Bishops Park / Fulham Palace (-£40k), other departmental budget transfers (-£13k)	(564)	
<b>Total</b>	<b>(511)</b>	<b>0</b>

**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT  
CUSTOMER & BUSINESS DEVELOPMENT**

The Customer & Business Development Directorate is organised into a single service area with a diverse range of services. Our markets (including North End Road) are charismatic and buzzing. Our commercial waste business is the major income generating service and is budgeted to generate £2.9m in income. The Registrars Service is a single borough service for LBHF only. The Customer and Business Development Team is an enabler to ensuring the delivery of a quality customer experience across all ELRS customer facing touch points, such as face to face, email and website. The team ensures that we utilise technology to best effect given the reduced work-force and proactively seeks new business development opportunities.

	2014/15	2015/16
Full Time Equivalents	26	26

**Subjective Analysis of Estimates**

**Expenditure**

	2014/15 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/16 Estimates £000
Employees	1,019	0	0	0	0	(7)	1,012
Premises	1	0	0	0	0	0	1
Transport	7	0	0	0	0	0	7
Supplies & Services	27	0	0	0	0	11	38
Third Party Payments	2,771	8	0	0	0	312	3,091
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,187	0	0	0	0	(165)	1,022
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>5,012</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>151</b>	<b>5,171</b>
	<b>(165)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>(125)</b>
Internal Recharge Income	(327)	0	0	0	100	0	(327)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	(68)	(68)
Customer & Client Receipts	(3,827)	0	0	(200)	0	7	(4,020)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>(4,154)</b>	<b>0</b>	<b>0</b>	<b>(200)</b>	<b>100</b>	<b>(61)</b>	<b>(4,415)</b>
	<b>693</b>	<b>8</b>	<b>0</b>	<b>(200)</b>	<b>100</b>	<b>130</b>	<b>631</b>
<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>					
<b>Efficiencies</b> - growth in commercial waste income from increased market share (-£40k), increased income from duct asset concession contract (-£160k)	(200)						
<b>Other Variations</b> - Pay inflation (£14k), Service Level Agreement adjustments (-£193k), departmental overhead adjustments (£68k), waste management contract realignment to separate commercial and domestic waste and markets (£203k), realign waste disposal budgets to separate adjustments for commercial and domestic waste (£29k), other departmental budget transfers (£10k)	130						
<b>Total</b>	<b>(70)</b>	<b>0</b>					

# FINANCE & CORPORATE SERVICES

## **Description of Service**

The purpose of the department is to provide the governance and capability framework for the delivery of effective value for money public services, enabling the achievement of the Council's vision of being the low tax borough. The department is largely a support service department, supporting front line services across the Council. The exception to this is H&F Direct which provides transactional services to residents e.g. council tax and business rates collection, parking permits, blue badges, housing benefits etc. FCS strives to provide exceptional value for money services and to be as small as possible. The department also makes a huge contribution to 'joining up' the Council and sharing of services with other Councils and organisations. The department's senior managers share a range responsibilities for shared services as well as their H&F roles.

## **Statement of Core Business**

The Finance & Corporate Services Department seeks to:

- Champion strong governance, robust financial management, effective performance management and good customer service
- Enable effective corporate management and leadership, providing strategic advice and leadership on communication
- Deliver good, cost effective and responsive corporate services internally and externally
- Enable effective people management and leadership, helping the Council to be a responsible employer, in accordance with our values
- Provide the framework for improving efficiency, effectiveness and VFM across the Council and its partners

## **Prime objectives of the Department**

- To support shared services working.
- To drive the Councils ICT Strategy in collaboration with our shared services partners.
- To manage the performance and governance framework, within a multi-Borough context, to enable successful service, programme and project delivery and ensuring that s151 and monitoring officer requirements are met.
- Delivery of the planned H&F MTFS savings through the 'cross-cutting' transformation portfolios over the next 3 years whilst developing further programmes to further close the funding gap.
- Build & develop our staff capability, especially leadership and management, to improve organisational performance in terms of both efficiency and customer satisfaction (inc. equality and diversity).
- Build the capability of the organisation(s) to innovate and transform in response to increasing challenges.
- Continue to support the development and delivery of shared services initiatives both cross-cutting and within departments.
- To collaborate with other boroughs and organisations if appropriate
- To ensure adequate Human Resources capacity to deliver the Council's objectives and priorities.
- To play a key role in supporting managers responsible for delivery of the projects within the market testing programme.
- To manage the collection and recovery of income to the Council whilst maximising benefit subsidy – in ways that promote the customer service agenda and improve resident satisfaction.



# **2015/2016 ESTIMATES**

# **FINANCE & CORPORATE SERVICES**

**FINANCE & CORPORATE SERVICES  
CHANGE BETWEEN YEARS**

<b>Service Area Analysis</b>	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2015/2016 Estimates £000</b>
3rd Sector Investment Strategy & Communications	1,081	(17)	342	(285)	0	35	1,156
Executive Services	(550)	0	0	(90)	0	(190)	(830)
Finance	675	4	0	(562)	0	15	132
H&F Direct	19,091	(20)	310	(262)	200	125	19,444
Corporate Human Resources	477	(2)	0	(204)	0	154	425
Procurement & IT Strategy	(2,455)	304	(46)	(211)	100	(311)	(2,619)
Legal And Democratic Services	(1,296)	0	0	(235)	0	144	(1,387)
Innovation & Change Management	(189)	(2)	0	(50)	0	76	(165)
<b>TOTAL</b>	<b>16,834</b>	<b>267</b>	<b>606</b>	<b>(1,899)</b>	<b>300</b>	<b>48</b>	<b>16,156</b>



**FINANCE & CORPORATE SERVICES  
SUMMARY**

	2014/2015	2015/2016
Number of Full Time Equivalent staff	348	331

**SUBJECTIVE ANALYSIS OF ESTIMATES**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employee Expenses	17,547	0	50	(918)	0	(173)	16,506
Premises Related Expenditure	2	0	0	0	0	9	11
Transport Related Expenditure	36	0	0	0	0	0	36
Supplies and Services	8,421	0	0	(210)	0	(667)	7,544
Third Party Payments	20,444	308	296	(521)	100	27	20,654
Transfer Payments	10,089	0	0	(170)	200	0	10,119
Support Services	7,130	0	0	0	0	425	6,942
Capital Charges	619	0	0	0	0	(272)	347

**GROSS EXPENDITURE**

<b>64,288</b>	<b>308</b>	<b>346</b>	<b>(1,819)</b>	<b>300</b>	<b>(651)</b>	<b>62,159</b>
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**Support Services Recharges**

(42,416)	0	0	0	0	(658)	(42,461)
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**Income**

Internal Recharge Income	112	0	0	0	0	0	112
Government Grants	(594)	0	0	0	0	0	(594)
Other Reimbursements & Contributions	(277)	0	0	(30)	0	(1)	(308)
Customer & Client Receipts	(4,249)	(41)	260	(50)	0	1,358	(2,722)
Interest & Other	(30)	0	0	0	0	0	(30)
Use of Balances & Reserves	0	0	0	0	0	0	0

**GROSS INCOME**

<b>(5,038)</b>	<b>(41)</b>	<b>260</b>	<b>(80)</b>	<b>0</b>	<b>1,357</b>	<b>(3,542)</b>
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**NET EXPENDITURE**

<b>16,834</b>	<b>267</b>	<b>606</b>	<b>(1,899)</b>	<b>300</b>	<b>48</b>	<b>16,156</b>
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**FINANCE & CORPORATE SERVICES**  
**3rd SECTOR INVESTMENT STRATEGY & COMMUNICATIONS**

Promotes & communicates Council services and activities through the media, website, intranet & public information service. Also provides a shared service graphic design service to other departments. Includes Hammerprint, which provides in-house & external printing services. The division also incorporates the Strategy Unit, which provides policy support & advice to Councillors & Chief Officers, particularly on strategic, legislative and corporate issues and performance staff. The Strategy Unit also now includes Community Investment, which has recently transferred from Adult Social Care (ASC). This includes the Council's Voluntary Sector grants budget.

2014/2015	2015/2016
28	25

Full Time Equivalents

**Subjective Analysis of Estimates**

**Expenditure**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
Employees	1,830	0	0	(105)	0	(91)	1,634
Premises	0	0	0	0	0	9	9
Transport	4	0	0	0	0	0	4
Supplies & Services	3,828	0	0	(150)	0	(340)	3,338
Third Party Payments	209	0	342	0	0	2	553
Transfer Payments	213	0	0	0	0	0	213
Support Services	272	0	0	0	0	(48)	224
Capital Charges	42	0	0	0	0	2	44
<b>Gross Expenditure</b>	<b>6,398</b>	<b>0</b>	<b>342</b>	<b>(255)</b>	<b>0</b>	<b>(466)</b>	<b>6,019</b>
<b>Support Services Recharges</b>	<b>(3,132)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>146</b>	<b>(2,986)</b>
<b>Income</b>							
Internal Recharge Income	(28)	0	0	0	0	0	(28)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(270)	0	0	(30)	0	(1)	(301)
Customer & Client Receipts	(1,887)	(17)	0	0	0	356	(1,548)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(2,185)</b>	<b>(17)</b>	<b>0</b>	<b>(30)</b>	<b>0</b>	<b>355</b>	<b>(1,877)</b>
<b>Net Expenditure/ (Income)</b>	<b>1,081</b>	<b>(17)</b>	<b>342</b>	<b>(285)</b>	<b>0</b>	<b>35</b>	<b>1,156</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>Efficiencies</b> - Shared Services Business Intelligence funding (£30k), Commercial Manager (£60k), Website Reorganisation (£45) and Third Sector Investment from Public Health (£60k)	(285)	(1)
<b>Redirected Resources</b> - Return of European Social Fund from Housing & Regeneration Department at programme conclusion	342	(2)
<b>Other Variations</b> - Pay inflation (£36k), capital financing adjustment (£2k), Service Level Agreement (£109k), transfer of salaries to Corporate Finance (-£120) and National Non Domestic Rate (£8k)	35	
<b>Total</b>	<b>92</b>	<b>(3)</b>

**FINANCE & CORPORATE SERVICES  
EXECUTIVE SERVICES**

The division provides administrative support to the Leader of the Council and the Chief Executive, who are responsible for ensuring that the Council's policy objectives and targets are met. The division also includes the Complaints officers and administrative support for the Finance & Corporate Services Department and the Housing and Regeneration Department.

	2014/2015	2015/2016
Full Time Equivalents	14	7

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	538	0	0	(90)	0	(176)	272
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	58	0	0	0	0	0	58
Third Party Payments	6	0	0	0	0	0	6
Transfer Payments	0	0	0	0	0	0	0
Support Services	33	0	0	0	0	(14)	19
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

	<b>635</b>	<b>0</b>	<b>0</b>	<b>(90)</b>	<b>0</b>	<b>(190)</b>	<b>355</b>
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**Support Services Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
<b>MTFS Efficiencies</b> - Staffing Reorganisation	(90)	(1)
<b>Other Variations</b> - Pay inflation (£6k), changes in Service Level Agreement (-£14k), Staffing Reorganisation Virement of "In Touch Team" to H&F Direct/Legal Democratic Services (-£182)k	(190)	(6)
<b>Total</b>	<b>(280)</b>	<b>(7)</b>

**FINANCE & CORPORATE SERVICES**  
**FINANCE**

This division now includes the central finance teams, Insurance, Internal Audit, Anti-Fraud, Treasury and Risk Management. The departmental accountancy teams have been decentralised to aid shared service mergers with various departments across Councils.

	2014/2015	2015/2016
Full Time Equivalents	46	46

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	2,583	0	0	(212)	0	17	2,388
Premises	(1)	0	0	0	0	0	(1)
Transport	2	0	0	0	0	0	2
Supplies & Services	264	0	0	0	0	4	268
Third Party Payments	2,202	4	0	(350)	0	26	1,882
Transfer Payments	0	0	0	0	0	0	0
Support Services	338	0	0	0	0	3	341
Capital Charges	0	0	0	0	0	9	9

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>5,388</b>	<b>4</b>	<b>0</b>	<b>(562)</b>	<b>0</b>	<b>59</b>	<b>4,889</b>
	(4,683)	0	0	0	0	(44)	(4,727)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	(30)	0	0	0	0	0	(30)
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(30)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(30)</b>

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
<b>MTFS Efficiencies</b> - Managed Services Negotiated Price Reduction (£350k), Staff Reorganisation (£120k) Workforce Reduction; Proportionate Savings in Maternity Budgets (£92k)	(562)	
<b>Other Variations</b> - Pay inflation (£50k), capital financing adjustment (£9k), changes in Service Level Agreement (-£161k), Virement from 3rd Sector and Communications Staff Reorganisation (£120) and minor adjustments (-£3k)	15	
<b>Total</b>	<b>(547)</b>	<b>0</b>

**FINANCE & CORPORATE SERVICES  
H&F DIRECT**

Hammersmith & Fulham Direct includes the Council's transactional services - Housing Benefits, Council Tax and Pay & Park, together with the Blue Badge (parking concessions) and the Freedom Pass (concessionary passes for disabled and elderly people) services.

	2014/2015	2015/2016
Full Time Equivalents	137	140

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	5,526	0	50	(72)	0	(421)	5,083
Premises	1	0	0	0	0	0	1
Transport	3	0	0	0	0	0	3
Supplies & Services	2,188	0	0	0	0	(294)	1,894
Third Party Payments	1	0	0	(20)	0	1	(18)
Transfer Payments	9,874	0	0	(170)	200	0	9,904
Support Services	5,628	0	0	0	0	51	5,679
Capital Charges	146	0	0	0	0	(142)	4

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>23,367</b>	<b>0</b>	<b>50</b>	<b>(262)</b>	<b>200</b>	<b>(805)</b>	<b>22,550</b>
	(1,532)	0	0	0	0	(72)	(1,604)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(594)	0	0	0	0	0	(594)
Reimbursements & Contributions	(6)	0	0	0	0	0	(6)
Customer & Client Receipts	(2,144)	(20)	260	0	0	1,002	(902)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(2,744)</b>	<b>(20)</b>	<b>260</b>	<b>0</b>	<b>0</b>	<b>1,002</b>	<b>(1,502)</b>

**Net Expenditure/ (Income)**

	<b>19,091</b>	<b>(20)</b>	<b>310</b>	<b>(262)</b>	<b>200</b>	<b>125</b>	<b>19,444</b>
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**Explanation of major items above**

	£000	FTE
<b>Redirected Resources</b> - Transfer from Centrally Managed Budgets for National Non Domestic Rates Restructure (£50k) and virement from Centrally Managed Budgets for lost of income streams (£260k)	310	
<b>MTFS Efficiencies</b> - Business Intelligence Freedom Passes (£170k), Realignment of Social Fund (£20k), Revenue & Benefits Staff Reorganisation (£72k)	(262)	(2)
<b>Growth</b> - Concessionary Fares	200	
<b>Other Variations</b> - Pay inflation (£119k), capital financing adjustment (-£141k), changes in Service Level Agreement (£51k), Virements from Executive Services "In Touch" Team £142k/Other Virement (-£46k)	125	
<b>Total</b>	<b>373</b>	<b>(2)</b>

**FINANCE & CORPORATE SERVICES  
CORPORATE HUMAN RESOURCES**

This area provides a range of strategic Human Resources functions for the Council including employee relations, employment, occupational health, occupational safety, personnel planning and remunerations. The division provides a Council-wide service from a single point of contact.

	2014/2015	2015/2016
Full Time Equivalents	37	32

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	2,520	0	0	(204)	0	261	2,577
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	117	0	0	0	0	0	117
Third Party Payments	324	0	0	0	0	0	324
Transfer Payments	0	0	0	0	0	0	0
Support Services	350	0	0	0	0	378	115
Capital Charges	109	0	0	0	0	(109)	0
<b>Gross Expenditure</b>	<b>3,420</b>	<b>0</b>	<b>0</b>	<b>(204)</b>	<b>0</b>	<b>530</b>	<b>3,133</b>
<b>Support Services Recharges</b>	<b>(2,848)</b>	0	0	0	0	(376)	<b>(2,611)</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(95)	(2)	0	0	0	0	(97)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(95)</b>	<b>(2)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(97)</b>
<b>Net Expenditure/ (Income)</b>	<b>477</b>	<b>(2)</b>	<b>0</b>	<b>(204)</b>	<b>0</b>	<b>154</b>	<b>425</b>

Explanation of major items above	£000	FTE
<b>MTFS Efficiencies</b> - HR Staffing Reorganisation (£80k), Shared Services (£124k)	(204)	(5)
<b>Other Variations</b> - Pay inflation (£49k), capital financing adjustment (-£109k), changes in Service Level Agreement (£214k)	154	
<b>Total</b>	<b>(50)</b>	<b>(5)</b>

**FINANCE & CORPORATE SERVICES  
PROCUREMENT & IT STRATEGY**

The division includes information management, contract monitoring of the Bridge Partnership and corporate procurement support.

	2014/2015	2015/2016
Full Time Equivalents	14	14

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	821	0	0	0	0	120	941
Premises	0	0	0	0	0	0	0
Transport	5	0	0	0	0	0	5
Supplies & Services	630	0	0	(60)	0	(37)	533
Third Party Payments	17,702	304	(46)	(151)	100	(2)	17,907
Transfer Payments	0	0	0	0	0	0	0
Support Services	43	0	0	0	0	2	45
Capital Charges	322	0	0	0	0	(32)	290

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>19,523</b>	<b>304</b>	<b>(46)</b>	<b>(211)</b>	<b>100</b>	<b>51</b>	<b>19,721</b>
	(21,955)	0	0	0	0	(362)	(22,317)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1)	0	0	0	0	0	(1)
Customer & Client Receipts	(22)	0	0	0	0	0	(22)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>(23)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(23)</b>
	<b>(2,455)</b>	<b>304</b>	<b>(46)</b>	<b>(211)</b>	<b>100</b>	<b>(311)</b>	<b>(2,619)</b>

**Explanation of major items above**

	£000	FTE
<b>Efficiencies</b> - Information Communications Technology Framework I (£87k), Libraries (£44k), Stationery Contract savings (£60k) and others (£20k)	(211)	
<b>Redirected Resources</b> - Extra storage recharged to departments	(46)	
<b>Growth</b> - Cease contribution to Dilapidations reserve in line with current property portfolio	100	
<b>Other Variations</b> - Pay inflation (£20k), capital financing adjustment (-£32k), changes in Service Level Agreement (-£360k), Head of Information and Communications Technology Shared Services (£50k) and Spotlight on Spend (£11k)	(311)	
<b>Total</b>	<b>(468)</b>	<b>0</b>

**FINANCE & CORPORATE SERVICES  
LEGAL AND DEMOCRATIC SERVICES**

This area provides a comprehensive legal service to all departments of the Council, including housing, planning, prosecution, childcare, employment and general legal advice. The division also includes Governance and Scrutiny plus Electoral Services.

	2014/2015	2015/2016
Full Time Equivalents	56	51

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	2,711	0	0	(235)	0	95	2,571
Premises	2	0	0	0	0	0	2
Transport	22	0	0	0	0	0	22
Supplies & Services	1,255	0	0	0	0	0	1,255
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	2	0	0	0	0	0	2
Support Services	415	0	0	0	0	49	464
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>4,407</b>	<b>0</b>	<b>0</b>	<b>(235)</b>	<b>0</b>	<b>144</b>	<b>4,316</b>
	(5,841)	0	0	0	0	0	(5,841)
Internal Recharge Income	140	0	0	0	0	0	140
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(2)	0	0	0	0	0	(2)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
<b>MTFS Efficiencies</b> - Shared Services	(235)	(5)
<b>Other Variations</b> - Pay inflation (£55k), changes in Service Level Agreement (£49k), Virements from Executive Services Staffing Reorganisation (£40k)	144	
<b>Total</b>	<b>(91)</b>	<b>(5)</b>



**FINANCE & CORPORATE SERVICES  
INNOVATION & CHANGE MANAGEMENT**

The objective of Innovation and Change Management is to improve the overall effectiveness of Hammersmith & Fulham Council and the other shared services councils and their ability to respond to an evolving environment. By doing this, the division ensures that staff satisfaction is improved, productivity is increased and customers receive an excellent and individual experience.

	2014/2015	2015/2016
Full Time Equivalents	16	16

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	1,018	0	0	0	0	22	1,040
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	81	0	0	0	0	0	81
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	51	0	0	0	0	4	55
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(99)	(2)	0	(50)	0	0	(151)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>1,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>1,176</b>
(1,240)	0	0	0	0	0	50	(1,190)
<b>(99)</b>	<b>(2)</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(151)</b>
<b>(189)</b>	<b>(2)</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>0</b>	<b>76</b>	<b>(165)</b>

**Explanation of major items above**

	£000	FTE
<b>MTFS Efficiencies</b> - Commercialisation of Innovation & Change Management Division	(50)	
<b>Other Variations</b> - Pay inflation (£22k), changes in Service Level Agreement (£54k)	76	
<b>Total</b>	<b>26</b>	<b>0</b>

# HOUSING & REGENERATION

## **Description of Service**

Within the General Fund, the department is responsible for delivering the efficient and effective allocation and management of social housing, facilitating new housing supply for low cost home ownership and affordable rent, regeneration and economic development of the borough. The department's vision is to satisfy our customers, give people a future, develop safe, sustainable communities, improve value for money and reduce costs.

## **Statement of Core Business**

Within the Housing Options, Skills & Economic Development division: the Assessment & Advice service works with partners to meet housing demand by assessing homelessness applications, promotes early interventions in order to reduce the likelihood of a person becoming homeless, and provides information about housing options including advising on sheltered housing to support people independently, accessible housing for people with disabilities, and housing register applications. The Allocations, Home Buy & Property Solutions service allocates properties to people on the Housing Register, and promotes the Council's range of low cost home ownership products. The function is responsible for facilitating permanent re-housing and making best use of the Council's housing stock. The Temporary Accommodation team are concerned with the procurement of accommodation to meet demand for temporary housing in accordance with the Council's statutory homelessness duty. The team manage tenancies in directly managed property and manage contracts and leases with a range of landlords and managing agents. The Economic Development, Learning & Skills function works with partners across West London to promote business growth, increase job creation and employment, attract inward investment and improve skill levels. The service provides a number of apprenticeship schemes, commissions training, employment services and business support, and promotes the borough's town centres and the local tourism industry. This work is supported by successfully bidding for external regeneration funds. The quality of delivery of vocational, mentoring and other adult learning courses for over 8,000 students in the borough has earned Beacon status for the Learning & Skills unit. The Housing Options division is also responsible for developing housing strategy, policy and initiatives (including managing the impact of the Government's Welfare Reform programme). The Regeneration and Development team is responsible for renewing deprived neighbourhoods, and supporting progress towards a more inclusive borough where individual aspirations can be achieved irrespective of background or circumstance.

## **Prime objectives of the department**

- Create successful communities: strategic asset management enabling access to high quality appropriate housing, prevention of homelessness through provision of housing advice, promoting employment opportunities, and actively managing the implications of Welfare Reform
- Give people a future: developing a new Housing Strategy which will provide more affordable housing; tackling social and economic polarisation through investing in residents' wellbeing by offering a range of employment, training, educational and housing options including enabling more genuinely affordable homes for people to rent and buy; maximising opportunities for new sustainable development, investment and growth particularly within the five Opportunity Areas, creating job opportunities, fostering financial inclusion and improvements in residents wellbeing
- Satisfying our customers: through direct engagement and involvement with tenants and residents to ensure expectations are met and exceeded in all aspects of delivery
- Improving value for money and reducing costs: including delivering efficiency targets, reviewing the Council's approach to procuring temporary accommodation to maximise opportunities to accommodate people within the borough, and increasing income generating opportunities within the Economic Development, Learning Skills Service.



# **2015/2016 ESTIMATES**

# **HOUSING & REGENERATION DEPARTMENT**

## HOUSING & REGENERATION CHANGE BETWEEN YEARS

<b>Service Area Analysis</b>	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2015/2016 Estimates £000</b>
Housing Options, Skills & Economic Development	7,785	(3)	(342)	(993)	130	100	6,677
Housing Services	40	0	0	0	0	3	43
Regeneration	4	0	0	0	0	3	7
Finance & Resources	(103)	0	0	(30)	0	19	(114)
<b>TOTAL</b>	<b>7,726</b>	<b>(3)</b>	<b>(342)</b>	<b>(1,023)</b>	<b>130</b>	<b>125</b>	<b>6,613</b>

**NB -** The efficiency total of (£1,023k) is based on the departmental target of (£982k) and an adjustment of (£41k) which reallocates between departments the savings generated by the corporate transformation programme.

**HOUSING & REGENERATION  
SUMMARY**

	2014/2015	2015/2016
Number of Full Time Equivalent staff	<b>144</b>	<b>131</b>

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
<b>Expenditure</b>							
Employee Expenses	6,914	0	0	(56)	0	(786)	6,072
Premises Related Expenditure	11,926	1	0	(54)	130	(613)	11,390
Transport Related Expenditure	12	0	0	(5)	0	1	8
Supplies and Services	949	0	0	(36)	0	39	952
Third Party Payments	1,095	0	(342)	(43)	0	(14)	696
Transfer Payments	4,579	0	0	(395)	0	(985)	3,199
Support Services	3,713	0	0	0	0	(44)	3,669
Capital Charges	106	0	0	0	0	3	109
<b>GROSS EXPENDITURE</b>	<b>29,294</b>	<b>1</b>	<b>(342)</b>	<b>(589)</b>	<b>130</b>	<b>(2,399)</b>	<b>26,095</b>
<b>Support Services Recharges</b>	<b>(1,183)</b>	<b>0</b>	<b>0</b>	<b>(30)</b>	<b>0</b>	<b>(13)</b>	<b>(1,226)</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(2,888)	0	0	0	0	(98)	(2,986)
Other Reimbursements & Contributions	(2,239)	(4)	0	(54)	0	979	(1,318)
Customer & Client Receipts	(15,258)	0	0	(350)	0	1,656	(13,952)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(20,385)</b>	<b>(4)</b>	<b>0</b>	<b>(404)</b>	<b>0</b>	<b>2,537</b>	<b>(18,256)</b>
<b>NET EXPENDITURE</b>	<b>7,726</b>	<b>(3)</b>	<b>(342)</b>	<b>(1,023)</b>	<b>130</b>	<b>125</b>	<b>6,613</b>

**HOUSING & REGENERATION**  
**Housing Options, Skills & Economic Development**

The division covers three key services - Assessment & Advice (which includes H&F Advice, Housing Assessment and Review, and placement of homeless singles); Allocations, Home Buy and Property Solutions (including Temporary Accommodation and the Housing Benefit Assist team); and Economic Development, Learning & Skills (provides social and economic initiatives to promote business growth, job creation and employment, attracts inward investment and funding and improves skill levels through providing an adult education service).

	2014/2015	2015/2016
Full Time Equivalents	139	<b>126</b>

<b>Subjective Analysis of Estimates</b>	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
<b>Expenditure</b>							
Employees	5,798	0	0	(56)	0	30	5,772
Premises	11,910	1	0	(54)	130	(613)	11,374
Transport	12	0	0	(5)	0	0	7
Supplies & Services	869	0	0	(36)	0	(71)	762
Third Party Payments	1,095	0	(342)	(43)	0	(14)	696
Transfer Payments	4,579	0	0	(395)	0	(985)	3,199
Support Services	3,497	0	0	0	0	(48)	3,449
Capital Charges	104	0	0	0	0	0	104
<b>Gross Expenditure</b>	<b>27,864</b>	<b>1</b>	<b>(342)</b>	<b>(589)</b>	<b>130</b>	<b>(1,701)</b>	<b>25,363</b>
<b>Support Services Recharges</b>	<b>(591)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1)</b>	<b>(592)</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(2,888)	0	0	0	0	(98)	(2,986)
Reimbursements & Contributions	(1,342)	(4)	0	(54)	0	244	(1,156)
Customer & Client Receipts	(15,258)	0	0	(350)	0	1,656	(13,952)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(19,488)</b>	<b>(4)</b>	<b>0</b>	<b>(404)</b>	<b>0</b>	<b>1,802</b>	<b>(18,094)</b>
<b>Net Expenditure/ (Income)</b>	<b>7,785</b>	<b>(3)</b>	<b>(342)</b>	<b>(993)</b>	<b>130</b>	<b>100</b>	<b>6,677</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>Redirected Resources:</b> Transfer of European Social Fund grant for Community Investment Funding to Finance & Corporate Services	(342)	
<b>MTFS Efficiency:</b> Review of Adult Learning and Skills Service staffing costs	(40)	(1)
Identification of external income streams to fund the One Place service	(79)	
Reduction in costs associated with the Hamlet Gardens temporary accommodation contract	(20)	
Reduction in client numbers and costs associated with the Bed & Breakfast temporary accommodation service	(500)	
Reduction in the bad debt provision for income generated from Private Sector Leasing temporary accommodation contracts	(200)	
Reduction in general running costs within the Housing Options service	(62)	
Reduction in No Recourse to Public Funds and Rent Deposit Guarantee Scheme costs	(51)	
Reduction in employee costs achieved via the corporate people portfolio efficiency initiative	(41)	
<b>MTFS Growth:</b> Inflationary increase in Temporary Accommodation procurement costs	130	
<b>Other Variations:</b> Reduction in costs and income associated with the delivery of the West London Housing Partnership	40/(40)	(1)
Review of Economic Development Employment & Enterprise Initiatives funded by section 106 income	120/(120)	(11)
Reduction in client numbers within Private Sector Leasing temporary accommodation leading to a reduction in rental income and costs	1,656/(1,656)	
Allowance for pay inflation and reapportionment of overheads and capital charges	100	
<b>Total</b>	<b>(1,105)</b>	<b>(13)</b>

**HOUSING & REGENERATION**  
**Housing Services**

Housing Services exists to deliver the best possible outcomes for tenants at the lowest possible cost and to contribute to transforming neighbourhoods and access to opportunities. This budget relates mainly to the cost of site management and monitoring, traveller-related policy issues, and ensuring the protection of the interests of both the Council and the occupants of the Westway Travellers' Site.

	2014/2015	<b>2015/2016</b>
Full Time Equivalents	1	<b>1</b>

**Subjective Analysis of Estimates**

**Expenditure**

Employees  
Premises  
Transport  
Supplies & Services  
Third Party Payments  
Transfer Payments  
Support Services  
Capital Charges

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income  
Government Grants  
Reimbursements & Contributions  
Customer & Client Receipts  
Interest & Other  
Use of Balances & Reserves

**Gross Income**

**Net Expenditure/ (Income)**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
Employees	24	0	0	0	0	1	25
Premises	16	0	0	0	0	0	16
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	2	2
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>43</b>
<b>Support Services Recharges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>43</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>Other Variations:</b> Reapportionment of internal & central overheads	3	
<b>Total</b>	<b>3</b>	<b>0</b>

## HOUSING & REGENERATION REGENERATION

The Regeneration and Development team is responsible for renewing deprived neighbourhoods within the borough's three London Plan Opportunity Areas, with key developments including Earls Court and Park Royal City. The planned spend relates to costs incurred in supporting the implementation of regeneration projects, with the costs of the projects themselves funded via other mechanisms.

	2014/2015	2015/2016
Full Time Equivalents	0	0

### Subjective Analysis of Estimates

#### Expenditure

Employees

Premises

Transport

Supplies & Services

Third Party Payments

Transfer Payments

Support Services

Capital Charges

#### Gross Expenditure

#### Support Services Recharges

#### Income

Internal Recharge Income

Government Grants

Reimbursements & Contributions

Customer & Client Receipts

Interest & Other

Use of Balances & Reserves

#### Gross Income

#### Net Expenditure/ (Income)

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	0	0	0	0	0	5	5
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	1	1
Supplies & Services	60	0	0	0	0	96	156
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	2	0	0	0	0	0	2
Capital Charges	2	0	0	0	0	3	5
<b>Gross Expenditure</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>105</b>	<b>169</b>
<b>Support Services Recharges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(60)	0	0	0	0	(102)	(162)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(60)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(102)</b>	<b>(162)</b>
<b>Net Expenditure/ (Income)</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>7</b>

#### Explanation of major items above

**Other Variations:** Increase in section 106 funding  
Reapportionment of internal & central overheads

£000

FTE

102/(102)  
3

**Total**

**3**

**0**



**HOUSING & REGENERATION  
FINANCE & RESOURCES**

The Finance & Resources division provides strategic and operational financial support to the department and also drives improvements in achieving value for money, reducing costs, and ensuring the delivery of the Medium Term Financial Strategy. The budgets within this division mainly relate to staffing and other overhead budgets.

	2014/2015	<b>2015/2016</b>
Full Time Equivalents	4	<b>4</b>

**Subjective Analysis of Estimates**

**Expenditure**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
Employees	1,092	0	0	0	0	(822)	270
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	20	0	0	0	0	14	34
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	214	0	0	0	0	2	216
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>1,326</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(806)</b>	<b>520</b>
	(592)	0	0	(30)	0	(12)	(634)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(837)	0	0	0	0	837	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>MTFS Efficiency:</b> Reduction in contribution to Housing Revenue Account for shared cost of amenities as savings made in costs	(30)	
<b>Other Variations:</b> Removal of salary and income budgets for payroll service for voluntary sector partners	837/(837)	
Allowance for pay inflation and reapportionment of overheads and capital charges	19	
<b>Total</b>	<b>(11)</b>	<b>0</b>

# LIBRARIES & ARCHIVES SERVICE

## Description of Service

The Libraries and Archives Service provides twenty one libraries and lends over one million books across the three boroughs of Hammersmith & Fulham, Kensington & Chelsea and Westminster. Libraries are freely available and widely used by everyone in the community. Hammersmith and Fulham has four libraries that offer services books, magazines, e-books and online resources for loan and study in the library, and a range of other activities and services including homework clubs, under 5s sessions, adult and family learning, health information and promotion, reading groups, internet access and free wifi, and access to the Borough's rich local history resources. Disabled customers unable to travel to their local library can access the Home Library Service. The service works with the community-managed libraries at Avonmore and Hurlingham and Chelsea School to provide a seamless service.

## Statement of Core Business

The key elements of the department are:

- **Reading.** Everything starts with reading, libraries help children and adults to become proficient readers for life and promote the love of reading for pleasure.
- **Learning.** Libraries support formal education at every stage and are a major provider of informal and self-directed learning for all.
- **Digital.** Libraries create and provide access to digital resources, and help people to bridge the digital divide through support and training.
- **Information.** Libraries provide the gateway to the world's knowledge (about anything and everything) and to local community information, with intelligent interpretation.
- **Community.** Libraries provide a physical, accessible, safe indoor presence in the heart of local communities, a meeting place for local people and organisations, a destination or venue for cultural events and activities.
- **Access point for other services.** Either online or through surgeries or permanently shared location – as a trusted brand with expert staff, a natural place where people will go to seek advice and support and to transact with other services.

## Prime objectives of the Department

The purpose of the Tri-borough Libraries and Archives service is to promote reading and offer opportunities for cultural enrichment, recreation, employment and learning for the residents and businesses in Hammersmith & Fulham, Kensington & Chelsea and Westminster. The service is delivering savings on management and back office costs, allowing continued investment in libraries. The main objectives are:

- Continuously improving library services, such as the delivery of a refurbished and improved Hammersmith library in 2014
- A comprehensive range of learning and wellbeing opportunities, including a wide range of adult and children's reading, learning and cultural activities
- Increased access to services and content by all communities
- Increased engagement through online channels, including the introduction of an e-book lending service launched in 2014

# **2015/2016 ESTIMATES**

# **LIBRARIES & ARCHIVES**

## Libraries & Archives

### CHANGE BETWEEN YEARS

<b>Service Area Analysis</b>	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2015/2016 Estimates £000</b>
Management And Support Services	1,236	0	25	(47)	0	(49)	1,165
Community Development	385	6	0	(69)	0	66	388
Reference, Information & Archives Services	204	0	0	(7)	0	21	218
Libraries Operations	1,387	3	0	(39)	0	99	1,450
<b>TOTAL</b>	<b>3,212</b>	<b>9</b>	<b>25</b>	<b>(162)</b>	<b>0</b>	<b>137</b>	<b>3,221</b>

**LIBRARIES & ARCHIVES  
SUMMARY**

						<b>2014/2015</b>	<b>2015/2016</b>
	Number of Full Time Equivalent staff					49	49
<b>SUBJECTIVE ANALYSIS OF ESTIMATES</b>	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
<b>Expenditure</b>							
Employee Expenses	1,492	0	0	(50)	0	24	1,466
Premises Related Expenditure	370	3	0	0	0	(25)	348
Transport Related Expenditure	8	0	0	0	0	4	12
Supplies and Services	485	6	0	(107)	0	(55)	329
Third Party Payments	413	0	25	0	0	38	476
Transfer Payments	0	0	0	0	0	0	0
Support Services	858	0	0	0	0	67	925
Capital Charges	173	0	0	0	0	42	215
<b>GROSS EXPENDITURE</b>	<b>3,799</b>	<b>9</b>	<b>25</b>	<b>(157)</b>	<b>0</b>	<b>95</b>	<b>3,771</b>
<b>Support Services Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>	0	0	0	0	0	0	0
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	(429)	0	0	0	0	50	(379)
Customer & Client Receipts	(158)	0	0	(5)	0	(8)	(171)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(587)</b>	<b>0</b>	<b>0</b>	<b>(5)</b>	<b>0</b>	<b>42</b>	<b>(550)</b>
<b>NET EXPENDITURE</b>	<b>3,212</b>	<b>9</b>	<b>25</b>	<b>(162)</b>	<b>0</b>	<b>137</b>	<b>3,221</b>

**LIBRARIES & ARCHIVES**  
**Management and Support Services**

This division sets the overall strategic direction of the service and supports service delivery. It encompasses both the shared service Senior Management Team and support staff and includes the Corporate and Information Communications Technology support for the service as a whole. The decrease in staff, supplies and services budgets for 2015/16 reflects the reallocation of these costs to Library Operations; Reference, Information and Archives; and Community Development.

	2014/2015	2015/2016
Full Time Equivalents	2	2

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	8	0	0	0	0	(8)	0
Supplies & Services	189	0	0	(47)	0	(111)	31
Third Party Payments	142	0	25	0	0	17	184
Transfer Payments	0	0	0	0	0	0	0
Support Services	858	0	0	0	0	67	925
Capital Charges	47	0	0	0	0	4	51
<b>Gross Expenditure</b>	<b>1,244</b>	<b>0</b>	<b>25</b>	<b>(47)</b>	<b>0</b>	<b>(31)</b>	<b>1,191</b>
<b>Support Services Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	(18)	(18)
Customer & Client Receipts	(8)	0	0	0	0	0	(8)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(8)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(18)</b>	<b>(26)</b>
<b>Net Expenditure/ (Income)</b>	<b>1,236</b>	<b>0</b>	<b>25</b>	<b>(47)</b>	<b>0</b>	<b>(49)</b>	<b>1,165</b>

Explanation of major items above	£000	FTE
<b>Redirected Resources:</b> Budget realignment for service finance support.	25	
<b>MTFS Efficiencies:</b> Information Communications Technology infrastructure efficiencies	(47)	
<b>Other Variations:</b> Realignment of budgets to match actual expenditure and income	(123)	
Adjustment of support service costs	67	
Other minor adjustments	7	
<b>Total</b>	<b>(71)</b>	<b>0</b>

**LIBRARIES & ARCHIVES  
Community Development**

This division develops partnerships with other bodies to promote reading and learning; promotes the contribution of libraries in local communities; leads on the development of professional services for adults and children; and leads on the development of stock for lending libraries.

	2014/2015	2015/2016
Full Time Equivalents	5	5

**Subjective Analysis of Estimates**

**Expenditure**

Employees  
Premises  
Transport  
Supplies & Services  
Third Party Payments  
Transfer Payments  
Support Services  
Capital Charges

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income  
Government Grants  
Reimbursements & Contributions  
Customer & Client Receipts  
Interest & Other  
Use of Balances & Reserves

**Gross Income**

**Net Expenditure/ (Income)**

2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
178	0	0	(9)	0	(46)	123
0	0	0	0	0	0	0
0	0	0	0	0	1	1
290	6	0	(60)	0	43	279
64	0	0	0	0	12	76
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
<b>532</b>	<b>6</b>	<b>0</b>	<b>(69)</b>	<b>0</b>	<b>10</b>	<b>479</b>
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
(147)	0	0	0	0	56	(91)
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
<b>(147)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>56</b>	<b>(91)</b>
<b>385</b>	<b>6</b>	<b>0</b>	<b>(69)</b>	<b>0</b>	<b>66</b>	<b>388</b>

Explanation of major items above	£000	FTE
<b>MTFS Efficiencies:</b>		
Reduction in spend on new stock facilitated by improved supplier discount & shift to e-books	(60)	
Stock team reduction from administrative process efficiencies	(9)	
<b>Other Variations:</b>		
Realignment of budgets to match actual expenditure and income	60	
Other minor adjustments	6	
<b>Total</b>	<b>(3)</b>	<b>0</b>

**LIBRARIES & ARCHIVES**  
**Reference, Information & Archives Services**

This division oversees specialised Reference team and sovereign Archives services and leads on digital and information provision within the library service.

	2014/2015	2015/2016
Full Time Equivalents	5	5

**Subjective Analysis of Estimates**

**Expenditure**

Employees  
Premises  
Transport  
Supplies & Services  
Third Party Payments  
Transfer Payments  
Support Services  
Capital Charges

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income  
Government Grants  
Reimbursements & Contributions  
Customer & Client Receipts  
Interest & Other  
Use of Balances & Reserves

**Gross Income**

**Net Expenditure/ (Income)**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
Employees	144	0	0	(7)	0	15	152
Premises	36	0	0	0	0	(6)	30
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	3	3
Third Party Payments	121	0	0	0	0	3	124
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>301</b>	<b>0</b>	<b>0</b>	<b>(7)</b>	<b>0</b>	<b>15</b>	<b>309</b>
<b>Support Services Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(97)	0	0	0	0	6	(91)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(97)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>(91)</b>
<b>Net Expenditure/ (Income)</b>	<b>204</b>	<b>0</b>	<b>0</b>	<b>(7)</b>	<b>0</b>	<b>21</b>	<b>218</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>MTFS Efficiencies:</b> Resourcing of the Reference service - scale of saving depends on service review outcomes	(7)	
<b>Other Variations:</b> Archives staffing	14	
Other minor adjustments	7	
<b>Total</b>	<b>14</b>	<b>0</b>



**LIBRARIES & ARCHIVES**  
**Libraries Operations**

This division oversees the day to day operation of the Hammersmith, Fulham, Shepherds Bush and Askew Libraries to ensure delivery in line with the council's targets and specifications. The increase in staff, supplies and services budgets for 2015/16 reflects the reallocation of these costs from Management and Support Services.

	2014/2015	2015/2016
Full Time Equivalents	37	37

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	1,170	0	0	(34)	0	55	1,191
Premises	334	3	0	0	0	(19)	318
Transport	0	0	0	0	0	11	11
Supplies & Services	6	0	0	0	0	10	16
Third Party Payments	86	0	0	0	0	6	92
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	126	0	0	0	0	38	164
<b>Gross Expenditure</b>	<b>1,722</b>	<b>3</b>	<b>0</b>	<b>(34)</b>	<b>0</b>	<b>101</b>	<b>1,792</b>
<b>Support Services Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(185)	0	0	0	0	6	(179)
Customer & Client Receipts	(150)	0	0	(5)	0	(8)	(163)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(335)</b>	<b>0</b>	<b>0</b>	<b>(5)</b>	<b>0</b>	<b>(2)</b>	<b>(342)</b>
<b>Net Expenditure/ (Income)</b>	<b>1,387</b>	<b>3</b>	<b>0</b>	<b>(39)</b>	<b>0</b>	<b>99</b>	<b>1,450</b>

Explanation of major items above		£000	FTE
<b>MTFS Efficiencies:</b>	Inter-library transport arrangements including scope for shared service	(34)	
	Rentals for space hire and leasing	(5)	
<b>Other Variations:</b>	Capital financing costs	38	
	Pay inflation	24	
	Realignment of budgets to match actual expenditure and income	52	
	Staffing reduction	(15)	
<b>Total</b>		<b>60</b>	<b>0</b>

# PUBLIC HEALTH SERVICES

## Description of Service

Public Health is a Shared Service managed by Westminster City Council on behalf of the three boroughs (London Borough of Hammersmith & Fulham, Royal Borough of Kensington & Chelsea and Westminster City Council). It is responsible for the commissioning of services to help reduce health inequalities and improve health and wellbeing for the borough's residents. Public Health is also required to provide a 'public health advice service' to the NHS Clinical Commissioning Groups (CCGs).

The service is currently funded from a Ring Fenced Public Health Grant administered under section 31 of the Local Government Act 2003 which allows Ministers, with the consent of the Treasury, to pay grants to any local authority for any expenditure.

## Statement of Core Business

- To commission a range of preventative health services, including sexual health, substance misuse, school nursing and health checks.
- To work jointly with CCGs and other strategic partners (such as the police and community safety partnerships) to undertake Joint Strategic Needs Assessments (JSNAs) of the current and future health and social care needs and assets of the local community.
- To use the JSNA to help develop Joint Health and Well Being Strategies (JHWBS) in order to meet the identified needs in the local area.
- To help deliver the Joint Health and Well Being Strategies through the commissioning of services.
- To provide value for money by commissioning services through the shared services partnership across the three boroughs.
- To ensure the delivery of Mandatory Functions as prescribed by the Secretary of State.
- To maintain sound Financial Management and reporting of grant expenditure as outlined by the Secretary of State.

## Prime Objectives of Department

To discharge the local authority public health responsibilities and:

- improve significantly the health and wellbeing of local populations
- carry out health protection functions delegated from the Secretary of State
- reduce health inequalities across the life course, including within hard to reach groups
- provide population healthcare advice (information, evidence, data and analysis etc.) promote healthy lifestyles for residents



# **2015/2016 ESTIMATES**

# **PUBLIC HEALTH SERVICES**

## Public Health Services CHANGE BETWEEN YEARS

<b>Service Area Analysis</b>	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2015/2016 Estimates £000</b>
Public Health Mandated	6,178	0	0	0	0	65	6,243
Public Health Non Mandated	(5,832)	0	(17)	(350)	0	(44)	(6,243)
<b>TOTAL</b>	<b>346</b>	<b>0</b>	<b>(17)</b>	<b>(350)</b>	<b>0</b>	<b>21</b>	<b>0</b>

**Public Health Services  
SUMMARY**

							2014/2015	2015/2016					
							Number of Full Time Equivalent staff	3	3				
<b>SUBJECTIVE ANALYSIS OF ESTIMATES</b>							2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
<b>Expenditure</b>													
Employee Expenses		160	0	0	0	0	0	0	0	0	0	160	
Premises Related Expenditure		0	0	0	0	0	0	0	0	0	0	0	
Transport Related Expenditure		0	0	0	0	0	0	0	0	0	0	0	
Supplies and Services		0	0	0	0	0	0	0	0	0	0	0	
Third Party Payments		20,935	0	(17)	(350)	0	0	0	0	0	0	20,568	
Transfer Payments		0	0	0	0	0	0	0	0	0	0	0	
Support Services		106	0	0	0	0	0	0	21	0	21	127	
Capital Charges		0	0	0	0	0	0	0	0	0	0	0	
<b>GROSS EXPENDITURE</b>		<b>21,201</b>	<b>0</b>	<b>(17)</b>	<b>(350)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>21</b>	<b>20,855</b>	
<b>Support Services Recharges</b>		0	0	0	0	0	0	0	0	0	0	0	
<b>Income</b>													
Internal Recharge Income		0	0	0	0	0	0	0	0	0	0	0	
Government Grants		(20,855)	0	0	0	0	0	0	0	0	0	(20,855)	
Other Reimbursements & Contributions		0	0	0	0	0	0	0	0	0	0	0	
Customer & Client Receipts		0	0	0	0	0	0	0	0	0	0	0	
Interest & Other		0	0	0	0	0	0	0	0	0	0	0	
Use of Balances & Reserves		0	0	0	0	0	0	0	0	0	0	0	
<b>GROSS INCOME</b>		<b>(20,855)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(20,855)</b>	
<b>NET EXPENDITURE</b>		<b>346</b>	<b>0</b>	<b>(17)</b>	<b>(350)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>21</b>	<b>0</b>	

**PUBLIC HEALTH SERVICES**  
**Public Health Mandated**

Budgets within this summary centre are used to procure Mandatory Public Health services (as determined by the Secretary of State for Health).

	2014/2015	2015/2016
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	6,178	0	0	0	0	65	6,243
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

<b>6,178</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>6,243</b>
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**Support Services Recharges**

0	0	0	0	0	0	0	0
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**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**Net Expenditure/ (Income)**

<b>6,178</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>6,243</b>
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**Explanation of major items above**

	£000	FTE
<b>Other Variations</b> Transfer of Budgets to non-Mandated services	65	
<b>Total</b>	<b>65</b>	<b>0</b>

**PUBLIC HEALTH SERVICES**  
**Public Health Non Mandated**

Budgets within this summary centre are used to procure non- Mandatory Public Health services.

	2014/2015	2015/2016
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	160	0	0	0	0	0	160
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	14,757	0	(17)	(350)	0	(65)	14,325
Transfer Payments	0	0	0	0	0	0	0
Support Services	106	0	0	0	0	21	127
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(20,855)	0	0	0	0	0	(20,855)
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Gross Expenditure</b>	<b>15,023</b>	<b>0</b>	<b>(17)</b>	<b>(350)</b>	<b>0</b>	<b>(44)</b>	<b>14,612</b>
<b>Support Services Recharges</b>	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(20,855)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(20,855)</b>
<b>Net Expenditure/ (Income)</b>	<b>(5,832)</b>	<b>0</b>	<b>(17)</b>	<b>(350)</b>	<b>0</b>	<b>(44)</b>	<b>(6,243)</b>

**Explanation of major items above**

	£000	FTE
<b>Efficiencies</b> : Surplus within the ring-fenced grant to fund General Fund contributions	(350)	
<b>Redirected Resources:</b> Adjustment required to ensure that the Public Health Services is a self financing account	(17)	
<b>Other Variations:</b> Transfer of Budgets to non-Mandated services	(65)	
Other Variations	21	
<b>Total</b>	<b>(411)</b>	<b>0</b>

# TRANSPORT & TECHNICAL SERVICES

## **Description of Service**

The Transport and Technical Services (TTS) Department delivers a wide range of technical, regulatory and enforcement services, including some of the 'universal' services used by everyone who lives, works in or visits the borough. Recognising the importance of delivering these services effectively, courteously and with understanding of our customers' needs, we aim to continually improve standards, and help shape residents' perceptions of living and working in the borough.

A number of senior managers in the Transport and Technical Services (TTS) Department are shared with the Royal Borough of Kensington and Chelsea, which means it is managed on a shared service basis. Two services, Environmental Health and Transport and Highways are in the process of more closely integrating across the two boroughs. However, Building and Property Management and Planning services are still managed within TTS on a single borough basis only. For the provision of facilities management services in LBHF we entered into a contract on a shared service basis in 2013.

## **Statement of Core Business**

The department plays a core role in delivering more efficient use of council property assets, particularly office accommodation. We lead on the centralisation of improved facilities management services, the accommodation programme and provide a key input to the smart working programme for which the director is the corporate sponsor. The department will continue to seek more efficient service delivery options and will continue to drive down costs, through initiatives like the shared service Total Facilities Management contract.

The department will further develop performance management and expansion of its use of staff performance incentives to raise productivity levels and reduce net costs. Most of our services have already obtained ISO 9001:2000 Quality Accreditations. The Department is IiP accredited and has Chartermark status for all Parking services.

The department is using the new shared service arrangements to develop closer working relations and to improve efficiency.

## **Prime objectives of the Department**

The following objectives help us to achieve our over-riding purpose:

- Improving efficiency and reducing costs to the Council Tax payer.
- Providing a safe and attractive public realm that meets the demands of residents, visitors and businesses.
- Getting the boroughs moving through tackling congestion, parking enforcement, traffic enforcement, improving public transport and selectively increasing road capacity to support a strong local economy.
- Protecting, regulating and enhancing the health and wellbeing in our boroughs to ensure the safety of our residents and visitors.
- Reducing the risk of flooding, particularly from surface water and sewer surcharging in the boroughs.





# **2015/2016 ESTIMATES**

# **TRANSPORT & TECHNICAL SERVICES**

## Transport & Technical Services CHANGE BETWEEN YEARS

Service Area Analysis	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2015/2016 Estimates £000
Transport & Highways Services	11,768	55	0	(528)	338	1,051	12,684
Parking	(20,299)	28	0	(1,194)	0	147	(21,318)
Planning	2,524	0	0	(280)	0	378	2,622
The Public Protection And Safety Division	3,332	(4)	0	(142)	82	210	3,478
Building & Property Management	(2,184)	159	58	(2,001)	0	2,011	(1,957)
Support Services	(517)	0	21	(244)	505	(238)	(473)
<b>TOTAL</b>	<b>(5,376)</b>	<b>238</b>	<b>79</b>	<b>(4,389)</b>	<b>925</b>	<b>3,559</b>	<b>(4,964)</b>

**Transport & Technical Services  
SUMMARY**

	2014/2015	2015/2016
Number of Full Time Equivalent staff	377	375

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
<b>Expenditure</b>							
Employee Expenses	16,514	0	0	(222)	0	499	16,791
Premises Related Expenditure	7,651	47	(4)	(1,264)	0	(2,098)	4,332
Transport Related Expenditure	313	0	0	(103)	0	(2)	208
Supplies and Services	3,348	1	83	(259)	305	(641)	2,837
Third Party Payments	8,602	202	0	(543)	0	2,808	11,069
Transfer Payments	0	0	0	0	0	0	0
Support Services	8,998	0	0	0	0	15	9,013
Capital Charges	11,520	0	0	0	0	971	12,491
<b>GROSS EXPENDITURE</b>	<b>56,946</b>	<b>250</b>	<b>79</b>	<b>(2,391)</b>	<b>305</b>	<b>1,552</b>	<b>56,741</b>
<b>Support Services Recharges</b>	<b>(13,499)</b>	0	0	0	0	1,350	<b>(12,149)</b>
<b>Income</b>							
Internal Recharge Income	(3,487)	0	0	0	88	492	(2,907)
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	(1,370)	0	0	(50)	0	(543)	(1,963)
Customer & Client Receipts	(43,973)	(12)	0	(1,948)	532	708	(44,693)
Interest & Other	7	0	0	0	0	0	7
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(48,823)</b>	<b>(12)</b>	<b>0</b>	<b>(1,998)</b>	<b>620</b>	<b>657</b>	<b>(49,556)</b>
<b>NET EXPENDITURE</b>	<b>(5,376)</b>	<b>238</b>	<b>79</b>	<b>(4,389)</b>	<b>925</b>	<b>3,559</b>	<b>(4,964)</b>

**Transport & Technical Services  
TRANSPORT & HIGHWAYS SERVICES**

The Council is the statutory highway and traffic authority for all 212 kilometres of public roads within the borough except for those roads that are part of the Transport for London road network (A4, A40 & A3220). Highways and Engineering is the executive arm of the Council in respect of procuring and managing the Council's highways and traffic powers, duties and responsibilities. It also provides transport and parking policy advice and is responsible for the civil engineering service to the Council.

	2014/2015	2015/2016
Full Time Equivalents	65	67

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	2,917	0	0	(38)	0	80	2,959
Premises	793	15	0	(40)	0	9	777
Transport	30	0	0	0	0	(1)	29
Supplies & Services	534	1	0	0	0	(177)	358
Third Party Payments	3,848	47	0	(210)	0	(344)	3,341
Transfer Payments	0	0	0	0	0	0	0
Support Services	877	0	0	0	0	53	930
Capital Charges	8,805	0	0	0	0	840	9,645

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>17,804</b>	<b>63</b>	<b>0</b>	<b>(288)</b>	<b>0</b>	<b>460</b>	<b>18,039</b>
	(180)	0	0	0	0	(95)	(275)
Internal Recharge Income	(3,000)	0	0	0	88	335	(2,577)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(209)	0	0	(50)	0	146	(113)
Customer & Client Receipts	(2,647)	(8)	0	(190)	250	205	(2,390)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - LED lighting modernisation programme, joint procurement and advertising on the highway	(528)	
	338	
<b>Growth</b> - pavement advertising income and a reduction in professional fees		
<b>Other Variations</b> - Pay inflation (£64k), capital financing adjustment (£840k), Service Level Agreement adjustments (£28k), departmental overhead adjustments (-£70k), reduction in Information Technology charges (- £9k), removal of S106 income budget (£159k), Bi-Borough salary adjustment (£39k)	1,051	2
<b>Total</b>	<b>861</b>	<b>2</b>

**Transport & Technical Services  
PARKING**

The Parking Service Budget covers the activities of the Borough Wide Parking Area under the Road Traffic Act 1991 and the London Local Authority Acts, together with the enforcement of controlled Parking Zones and the White City and Wormwood Scrubs Off Street Car Parks. Other functions include direct responsibility for the Parking Attendant Service, enforcement of parking restrictions, bus lanes and moving traffic contraventions, collection of monies from pay and display machines and the approval and implementation of parking bay suspensions.

	2014/2015	2015/2016
Full Time Equivalents	155	153

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	5,080	0	0	(43)	0	(62)	4,975
Premises	699	15	0	0	0	7	721
Transport	220	0	0	(100)	0	0	120
Supplies & Services	1,183	0	0	(100)	0	(4)	1,079
Third Party Payments	1,620	13	0	(58)	0	279	1,854
Transfer Payments	0	0	0	0	0	0	0
Support Services	3,779	0	0	0	0	1	3,780
Capital Charges	456	0	0	0	0	37	493

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>13,037</b>	<b>28</b>	<b>0</b>	<b>(301)</b>	<b>0</b>	<b>258</b>	<b>13,022</b>
	0	0	0	0	0	0	0
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	(111)	(111)
Customer & Client Receipts	(33,343)	0	0	(893)	0	0	(34,236)
Interest & Other	7	0	0	0	0	0	7
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - increase in parking bay suspensions, move to a shared back office and reductions in running costs	(1,194)	(2)
<b>Other Variations</b> - Pay award (£105k), Capital financing adjustment (£37k), Service Level Agreement adjustments (£106k), departmental overhead adjustments (-£105k) and other minor adjustments (£4k)	147	
<b>Total</b>	<b>(1,047)</b>	<b>(2)</b>

**Transport & Technical Services  
PLANNING**

The Planning Division provides an integrated policy function for planning, transportation and the environment. This includes responsibility for statutory and non-statutory plans; research; advising on planning applications and development of the council's own land; pre-application advice; and access. The Development Management Services assesses all applications for planning permission to carry out new development, works to existing buildings and changes of use.

	2014/2015	2015/2016
Full Time Equivalents	46	49

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	2,521	0	0	0	0	209	2,730
Premises	0	0	0	0	0	0	0
Transport	6	0	0	0	0	0	6
Supplies & Services	384	0	0	0	0	(4)	380
Third Party Payments	3	0	0	0	0	0	3
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,705	0	0	0	0	16	1,721
Capital Charges	719	0	0	0	0	10	729

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>5,338</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>231</b>	<b>5,569</b>
	(115)	0	0	0	0	0	(115)
Internal Recharge Income	(304)	0	0	0	0	0	(304)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(50)	0	0	0	0	0	(50)
Customer & Client Receipts	(2,345)	0	0	(280)	0	147	(2,478)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - growth in fee income	(280)	3.75
<b>Other Variations</b> - Pay inflation (£59k), capital financing adjustment (£10k), Service Level Agreement adjustments (£38k), departmental overhead adjustments (-£23k), transfer of Remote Access Budgets to Support Division (- £5k), realignment of budget due to last year's efficiencies (£149k), Technical Support Staff to Development management (£150k)	378	
<b>Total</b>	<b>98</b>	<b>3.75</b>

**Transport & Technical Services  
THE PUBLIC PROTECTION AND SAFETY DIVISION**

The Public Protection and Safety Division is responsible for many of the Council's statutory regulatory functions including environmental health, trading standards and licensing. The division also includes corporate safety, departmental performance and complaint monitoring. The primary objective of the Division is to protect the health, safety and well being of people who live, work in or visit the borough and where necessary to effect improvements through intervention.

	2014/2015	2015/2016
Full Time Equivalents	53	56

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	2,705	0	0	(142)	0	207	2,770
Premises	0	0	0	0	0	0	0
Transport	37	0	0	0	0	0	37
Supplies & Services	181	0	0	0	0	(113)	68
Third Party Payments	17	0	0	0	0	287	304
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,925	0	0	0	0	(122)	1,803
Capital Charges	8	0	0	0	0	(3)	5

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>4,873</b>	<b>0</b>	<b>0</b>	<b>(142)</b>	<b>0</b>	<b>256</b>	<b>4,987</b>
	(459)	0	0	0	0	105	(354)
Internal Recharge Income	(26)	0	0	0	0	0	(26)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(142)	0	0	0	0	(151)	(293)
Customer & Client Receipts	(914)	(4)	0	0	82	0	(836)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - impact of service reviews and sharing services	(142)	
<b>Growth</b> - loss of licence income due to the closure of Earls Court Exhibition Centre	82	
<b>Other Variations</b> - Pay inflation (£59k), capital financing adjustment (-£3k), Service Level Agreement adjustments (£7k), S106 charges to Support Division (£81k), departmental overhead adjustments (-£25k), transfer of Remote Access Budgets to Support Division (- £10k) and FTE adjustment (+2), Technical Support Staff to Licensing (£73k) and FTE adjustment (+1), Technical Support Staff to Pest Control (£28k)	210	3
<b>Total</b>	<b>150</b>	<b>3</b>

**Transport & Technical Services  
BUILDING & PROPERTY MANAGEMENT**

This division provides a complete professional architectural, engineering, facilities management and surveying service to all departments of the Council. The division also includes the Total Facilities Management contract with Amey that oversees running costs and maintenance budgets for Council properties, undertaking day to day repairs, refurbishment and engineering servicing works. The Building control service enforces the National Building Regulations in the borough. Valuation and Property Services provides a comprehensive valuation and commercial estate management service on behalf of the council.

	2014/2015	2015/2016
Full Time Equivalents	50	43

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	2,499	0	0	1	0	(203)	2,297
Premises	6,137	17	(4)	(1,224)	0	(2,115)	2,811
Transport	20	0	0	(3)	0	(1)	16
Supplies & Services	969	0	62	(159)	0	(363)	509
Third Party Payments	3,114	142	0	(275)	0	2,429	5,410
Transfer Payments	0	0	0	0	0	0	0
Support Services	663	0	0	0	0	88	751
Capital Charges	1,532	0	0	0	0	87	1,619

**Gross Expenditure**

	<b>14,934</b>	<b>159</b>	<b>58</b>	<b>(1,660)</b>	<b>0</b>	<b>(78)</b>	<b>13,413</b>
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**Support Services Recharges**

	(11,923)	0	0	0	0	1,503	(10,420)
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**Income**

Internal Recharge Income	(157)	0	0	0	0	157	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(969)	0	0	0	0	0	(969)
Customer & Client Receipts	(4,069)	0	0	(341)	0	429	(3,981)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

	<b>(5,195)</b>	<b>0</b>	<b>0</b>	<b>(341)</b>	<b>0</b>	<b>586</b>	<b>(4,950)</b>
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**Net Expenditure/ (Income)**

	<b>(2,184)</b>	<b>159</b>	<b>58</b>	<b>(2,001)</b>	<b>0</b>	<b>2,011</b>	<b>(1,957)</b>
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Explanation of major items above	£000	FTE
<b>Efficiencies:</b> End of leases on civic properties, additional rent from new tenants, income from advertising hoardings and price reduction on facilities management contract	(2,001)	
<b>Redirected Resources:</b> Works Contracts IT CONSOL budget (£62k) and transfer of rental income (-£4k)	58	
<b>Other Variations</b> - Pay inflation (49k), capital financing adjustment (£88k), Service Level Agreement adjustments (£1,205k), reduction in Information Technology charges (-£7k), departmental overhead adjustments (£386k), increase in National Non Domestic Rates (£112k), Technical Support Staff transfer (-£251k) and FTE adjustment (minus 7), loss of income budgets due to sale of properties (£419k), reduction in Total Facilities Management fees (£10k)	2,011	(7)
<b>Total</b>	<b>68</b>	<b>(7)</b>



**Transport & Technical Services  
SUPPORT SERVICES**

This division comprises the Director's office. Corporate support costs, Information Technology and other centralised budgets which are fully allocated to front-line services are also reflected in this area.

	2014/2015	2015/2016
Full Time Equivalents	8	8

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	792	0	0	0	0	268	1,060
Premises	22	0	0	0	0	1	23
Transport	0	0	0	0	0	0	0
Supplies & Services	97	0	21	0	305	20	443
Third Party Payments	0	0	0	0	0	157	157
Transfer Payments	0	0	0	0	0	0	0
Support Services	49	0	0	0	0	(21)	28
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	(427)	(427)
Customer & Client Receipts	(655)	0	0	(244)	200	(73)	(772)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>960</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>305</b>	<b>425</b>	<b>1,711</b>
	(822)	0	0	0	0	(163)	(985)
	<b>(655)</b>	<b>0</b>	<b>0</b>	<b>(244)</b>	<b>200</b>	<b>(500)</b>	<b>(1,199)</b>
	<b>(517)</b>	<b>0</b>	<b>21</b>	<b>(244)</b>	<b>505</b>	<b>(238)</b>	<b>(473)</b>

Explanation of major items above	£000	FTE
<b>Efficiencies</b> - from service reviews and sharing services	(244)	
<b>Growth:</b> People Portfolio budget pressures (£200k), Information Technology budget pressures (£175k) and Corporate Finance clawback of Redundancy budget (£130k)	505	
<b>Redirect Resources:</b> IT saving transferred to corporate IT budget	21	
<b>Other Variations</b> - Pay inflation (17k), Service Level Agreement adjustments (-£13k), transfer of Information Technology budgets to Support Services (£34k), departmental overhead adjustments (-£170k), transfer S106 funding budgets to Support Services (-£240k), transfer of salary budgets to Transport & Highways (-£38k), reversal of one off use of reserves in 2014_15 (£167k), other minor items (£5k)	(238)	
<b>Total</b>	<b>44</b>	<b>0</b>

# HOUSING REVENUE ACCOUNT

## **Description of service**

The Housing Revenue Account (HRA) contains solely the costs arising from the management of the Council's housing stock, funded by income from tenant rents and service charges, leaseholder service charges, commercial property rents and other housing-related activities. It is a ring-fenced account within the Council's General Fund and is required under statute to account separately for local authority housing provision.

The ring-fence was introduced in Part IV of the Local Government and Housing Act 1989, and was designed to ensure that rents paid by local authority tenants accurately reflected the cost of associated services as well as exclusively funding those services. The ring-fence also requires that rents cannot be used to subsidise Council Tax. The items that can be credited and debited to the HRA are prescribed by statute, and the Council has no general discretion to transfer items into and out of the HRA.

Following the Government's reforms to the system of local authority housing finance on 28<sup>th</sup> March 2012, the budget continues to address the need to manage the Council's housing stock using solely the income produced by that stock rather than annual transfers of subsidy between central and local government. The budget delivers annual savings of £2.2m per annum, while addressing both key risks (including the impact of Welfare Reform), and the ongoing need to build a secure financial base to ensure that the future investment needs of the stock are met.

## **Statement of Core Business**

The Housing & Regeneration department is responsible for managing the Council's housing stock. The main areas of business are as follows:

- Housing Services leads on resident involvement, managing anti-social behaviour, housing management, sheltered housing, services for leaseholders, caretaking and concierge services
- Finance & Resources provides a financial management service for the department including a 40 year plan developed to enable the achievement of the HRA's strategic financial objectives.
- Asset Management and Property Services delivers the asset management function including reactive revenue repairs and maintaining investment in the condition of the housing stock as well as being responsible for the HRA's long term asset management strategy
- Housing Options provides temporary accommodation, delivers the Council's housing strategy, is engaged in the prevention of homelessness, offering home ownership opportunities, and assists Housing Services in tackling overcrowding and under-occupation in the borough
- Regeneration develops and co-ordinates the Council's major programme of estate renewals covering some of the most deprived areas in the borough, and the building of new homes
- Safer Neighbourhoods ensures the Council's housing estates are safe places in which to live

## **The HRA Budget**

The overall strategic financial objectives for the HRA are:

- to enable the financing of a viable on-going repairs programme that improves and maintains the stock in good repair, catching up the repairs backlog by 2018;
- to fund this by undertaking a programme of prudential borrowing whilst financing both the annual interest of new and existing debt and repayments of the principal debt on maturity (£205.3m as at 1st April 2015) over 40 years;
- to ensure tenants only receive affordable increases in rent and other charges that are significantly lower than those included in the February 2014 HRA Business Plan;
- increase the HRA reserves balance to protect against future shocks or unanticipated events to the current average level of reserves held by London authorities as a percentage of turnover of 21% by 2022. This will mean reserves increase to £20 million by 2022;
- free resources for investment in new initiatives including new housing supply whilst improving service standards.



# **2015/2016 ESTIMATES**

## **HOUSING REVENUE ACCOUNT (HRA)**

## HOUSING REVENUE ACCOUNT CHANGE BETWEEN YEARS

<b>Service Area Analysis</b>	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Adjustments £000</b>	<b>2015/2016 Estimates £000</b>
Housing Income	(75,698)	0	0	0	0	(1,786)	<b>(77,484)</b>
Housing Repairs	13,359	160	0	0	122	107	<b>13,748</b>
Housing Services	9,945	51	0	(194)	0	(224)	<b>9,578</b>
Commissioning & Quality Assurance	3,237	17	0	(135)	0	0	<b>3,119</b>
Property Services	2,058	0	0	0	63	42	<b>2,163</b>
Finance & Resources	14,954	0	0	(1,745)	983	972	<b>15,164</b>
Housing Options	402	0	0	0	0	(33)	<b>369</b>
Regeneration	331	0	0	0	0	(64)	<b>267</b>
Safer Neighbourhoods	578	0	0	0	0	0	<b>578</b>
Adult Social Care	48	0	0	0	0	0	<b>48</b>
Holding Codes	0	0	0	0	0	0	<b>0</b>
Capital Charges	27,864	0	0	(113)	0	2,225	<b>29,976</b>
Transfers to/(from) reserves	2,922	0	0	0	0	(448)	<b>2,474</b>
<b>TOTAL</b>	<b>0</b>	<b>228</b>	<b>0</b>	<b>(2,187)</b>	<b>1,168</b>	<b>791</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
SUMMARY**

	<b>2014/2015</b>	<b>2015/2016</b>
Number of Full Time Equivalent staff	193	240*

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
<b>Expenditure</b>							
Employee Expenses	9,963	0	0	(4)	222	963	11,144
Premises Related Expenditure	21,809	172	0	(83)	122	262	22,282
Transport Related Expenditure	78	0	0	(1)	0	2	79
Supplies and Services	8,993	7	0	(1,661)	245	(726)	6,858
Third Party Payments	4,678	51	0	(85)	91	191	4,926
Transfer Payments	588	0	0	(39)	138	(58)	629
Support Services	5,577	0	0	(200)	350	14	5,741
Capital Charges	27,864	0	0	(113)	0	2,225	29,976
<b>GROSS EXPENDITURE</b>	<b>79,550</b>	<b>230</b>	<b>0</b>	<b>(2,186)</b>	<b>1,168</b>	<b>2,873</b>	<b>81,635</b>
<b>Support Services Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	(77)	0	0	0	0	(5)	(82)
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	(1,389)	(2)	0	0	0	(115)	(1,506)
Customer & Client Receipts	(81,006)	0	0	(1)	0	(1,514)	(82,521)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	2,922	0	0	0	0	(448)	2,474
<b>GROSS INCOME</b>	<b>(79,550)</b>	<b>(2)</b>	<b>0</b>	<b>(1)</b>	<b>0</b>	<b>(2,082)</b>	<b>(81,635)</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>228</b>	<b>0</b>	<b>(2,187)</b>	<b>1,168</b>	<b>791</b>	<b>0</b>

\* This excludes staff working on capital projects (10.5FTEs)

**HOUSING REVENUE ACCOUNT  
HOUSING INCOME**

This division includes dwelling rents from tenants, commercial property rents and service charge income from tenants and leaseholders.

	2014/2015	2015/2016
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	28	0	0	0	0	1	29
Transport	0	0	0	0	0	0	0
Supplies & Services	41	0	0	0	0	(15)	26
Third Party Payments	35	0	0	0	0	(35)	0
Transfer Payments	39	0	0	0	0	0	39
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income	(28)	0	0	0	0	9	(19)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(885)	0	0	0	0	(78)	(963)
Customer & Client Receipts	(74,928)	0	0	0	0	(1,668)	(76,596)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>143</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(49)</b>	<b>94</b>
	0	0	0	0	0	0	0
	<b>(75,841)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,737)</b>	<b>(77,578)</b>
	<b>(75,698)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,786)</b>	<b>(77,484)</b>

**Explanation of major items above**

	£000	FTE
<b>Other Variations:</b>		
Increase in dwelling rents	(1,453)	
Correction of garage and parking space rents to match forecasts	(162)	
Increase in income from advertising hoardings	(37)	
Increase in income from leaseholder service charges	(40)	
Other minor adjustments	(94)	
<b>Total</b>	<b>(1,786)</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
HOUSING REPAIRS**

The major areas of expenditure within the revenue housing repairs and maintenance budget include reactive repairs, change of tenancy works, gas servicing, communal repairs, lift maintenance and communal heating repairs.

	2014/2015	2015/2016
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
Employees	0	0	0	0	0	0	0
Premises	13,457	161	0	0	122	107	13,847
Transport	0	0	0	0	0	0	0
Supplies & Services	80	1	0	0	0	0	81
Third Party Payments	22	0	0	0	0	0	22
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(200)	(2)	0	0	0	0	(202)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>13,559</b>	<b>162</b>	<b>0</b>	<b>0</b>	<b>122</b>	<b>107</b>	<b>13,950</b>
	0	0	0	0	0	0	0
	<b>(200)</b>	<b>(2)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(202)</b>
	<b>13,359</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>122</b>	<b>107</b>	<b>13,748</b>

**Explanation of major items above**

	<b>£000</b>	<b>FTE</b>
<b>Growth:</b> Additional activities undertaken by MITIE under contract	122	
<b>Other Variations:</b> Transfer of provision for repairs procurement costs from Finance and Resources	148	
Other adjustments	(41)	
<b>Total</b>	<b>229</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
HOUSING SERVICES**

Housing Services exists to deliver the best possible outcomes for tenants and leaseholders at the lowest possible cost and to contribute to transforming neighbourhoods and access to opportunities. Housing Services includes budgets for Resident involvement, Estate Improvement, Anti Social Behaviour, Caretaking Services, Concierge Services, Housing Management, and Sheltered Housing.

	2014/2015	2015/2016
Full Time Equivalents	76	75

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	3,215	0	0	(42)	0	(74)	3,099
Premises	2,200	11	0	(38)	0	144	2,317
Transport	4	0	0	(1)	0	4	7
Supplies & Services	1,817	6	0	(34)	0	(732)	1,057
Third Party Payments	2,902	34	0	(78)	0	213	3,071
Transfer Payments	54	0	0	0	0	192	246
Support Services	(203)	0	0	0	0	30	(173)
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>9,989</b>	<b>51</b>	<b>0</b>	<b>(193)</b>	<b>0</b>	<b>(223)</b>	<b>9,624</b>
	0	0	0	0	0	0	0
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(44)	0	0	(1)	0	(1)	(46)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>(44)</b>	<b>0</b>	<b>0</b>	<b>(1)</b>	<b>0</b>	<b>(1)</b>	<b>(46)</b>
	<b>9,945</b>	<b>51</b>	<b>0</b>	<b>(194)</b>	<b>0</b>	<b>(224)</b>	<b>9,578</b>

**Explanation of major items above**

	£000	FTE
<b>Efficiencies:</b>		
Savings on operating cost budgets	(115)	
Reversal of Temporary Growth for EU Life Project	(79)	
<b>Other:</b>		
Transfer of Under-Occupancy budget from Commissioning and Quality Assurance Team	250	
Transfer of Tenancy Fraud Officer post to Commissioning and Quality Assurance Team	(39)	(1)
Transfer of Leased Property Rental budget to Property Services	(20)	
Transfer of Rent Income team budget to Finance and Resources	(826)	
Transfer of Caretaking 2014/15 contractual inflation from Finance and Resources	76	
Transfer of budget for shared cost of amenities from Housing Options	30	
Increase in revenue contribution to EU Lift project	152	
Increase in Communal Lighting utility charges £164k offset by miscellaneous adjustments (£11k)	153	
<b>Total</b>	<b>(418)</b>	<b>(1)</b>



**HOUSING REVENUE ACCOUNT  
COMMISSIONING & QUALITY ASSURANCE**

This division provides a combination of supporting services to other divisions and leads on clienting and improving current policies, procedures and services.

	2014/2015	2015/2016
Full Time Equivalents	13	14

**Subjective Analysis of Estimates**

**Expenditure**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
Employees	588	0	0	38	0	64	690
Premises	0	0	0	0	0	20	20
Transport	6	0	0	0	0	(6)	0
Supplies & Services	703	0	0	(127)	0	147	723
Third Party Payments	1,445	17	0	(7)	0	25	1,480
Transfer Payments	495	0	0	(39)	0	(250)	206
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>3,237</b>	<b>17</b>	<b>0</b>	<b>(135)</b>	<b>0</b>	<b>0</b>	<b>3,119</b>
<b>Support Services Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>3,237</b>	<b>17</b>	<b>0</b>	<b>(135)</b>	<b>0</b>	<b>0</b>	<b>3,119</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>Efficiencies:</b> Savings on operating cost budgets	(135)	
<b>Other:</b> Transfer of Under-Occupancy budget to Housing Services	(250)	
Transfer of Tenancy Fraud Officer post from Housing Services	39	1
Transfer of Housing Services 2014/15 contractual inflation from Finance and Resources	36	
Funding of Tenants Advisors/Support	150	
Other adjustments	25	
<b>Total</b>	<b>(135)</b>	<b>1</b>

**HOUSING REVENUE ACCOUNT  
PROPERTY SERVICES**

This division deals with all the physical aspects of asset management of the housing and other properties and holdings held within the HRA. Its primary focus is on improving customer satisfaction with repairs and the quality of the estates whilst driving down costs to achieve a sustainable HRA. This budget includes the Compliance, Health and Safety; Business Intelligence; Planned and Capital Work and Operational and Engineering Technical Monitoring teams.

	2014/2015	2015/2016
Full Time Equivalents	51	64

**Subjective Analysis of Estimates**

**Expenditure**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
Employees	1,647	0	0	0	63	1	1,711
Premises	0	0	0	0	0	20	20
Transport	27	0	0	0	0	4	31
Supplies & Services	383	0	0	0	0	31	414
Third Party Payments	7	0	0	0	0	0	7
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>2,064</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>63</b>	<b>56</b>	<b>2,183</b>
<b>Support Services Recharges</b>	0	0	0	0	0	0	0

**Income**

Internal Recharge Income	0	0	0	0	0	(14)	(14)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(6)	0	0	0	0	0	(6)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>(6)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(14)</b>	<b>(20)</b>
<b>Net Expenditure/ (Income)</b>	<b>2,058</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>63</b>	<b>42</b>	<b>2,163</b>

<b>Explanation of major items above</b>		<b>£000</b>	<b>FTE</b>
<b>Growth:</b>	New gas administration, apprentice and national management trainee posts	63	3
<b>Other:</b>	Transfer of Business Intelligence and Operational and Engineering post budgets from Finance and Resources.	139	5
	Transfer of Leased Property Rental budget from Housing Services	20	
	2 new Clerk of Works posts and 3 new Project Manager posts, with costs charged to capital schemes	230/(230)	5
	Increase in capitalisation of officer salaries	(117)	
<b>Total</b>		<b>105</b>	<b>13</b>

**HOUSING REVENUE ACCOUNT  
FINANCE & RESOURCES**

This budget includes the cost of the departmental Finance, Systems and Programmes and Leasehold Services teams; and corporate support services recharges.

	2014/2015	2015/2016
Full Time Equivalents	31	64

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	2,945	0	0	0	159	953	4,057
Premises	488	0	0	(45)	0	(25)	418
Transport	4	0	0	0	0	0	4
Supplies & Services	5,512	0	0	(1,500)	245	(93)	4,164
Third Party Payments	219	0	0	0	91	(12)	298
Transfer Payments	0	0	0	0	138	0	138
Support Services	6,041	0	0	(200)	350	(16)	6,175
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

<b>15,209</b>	<b>0</b>	<b>0</b>	<b>(1,745)</b>	<b>983</b>	<b>807</b>	<b>15,254</b>
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**Support Services Recharges**

0	0	0	0	0	0	0
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**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(255)	0	0	0	0	165	(90)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

<b>(255)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165</b>	<b>(90)</b>
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**Net Expenditure/ (Income)**

<b>14,954</b>	<b>0</b>	<b>0</b>	<b>(1,745)</b>	<b>983</b>	<b>972</b>	<b>15,164</b>
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Explanation of major items above	£000	FTE
<b>Efficiencies:</b>		
Reversal of contingencies for repairs procurement (£1,000k), and utilities costs (£500k)	(1,500)	
Reduction in cost of corporate service level agreements	(245)	
<b>Growth:</b>		
Transfer of Rent Income team from Finance and Corporate Services to Housing and Regeneration Department (including service level agreement impact)	983	30
<b>Other:</b>		
Transfer of Executive Support function from Finance and Corporate Services	35	3
Provision for Stock Options Appraisal	430	
Transfer of Rent Income team from Housing Services	826	
Transfer of provision for contractual inflation for Housing Services to Commissioning and Quality Assurance	(36)	
Transfer of provision for contractual inflation for caretaking to Housing Services	(76)	
Transfer of Business Intelligence and Operational and Engineering post budgets to Finance and Resources	(139)	
Transfer of provision for repairs procurement costs to Repairs and Maintenance	(148)	
Other adjustments	80	
<b>Total</b>	<b>210</b>	<b>33</b>

**HOUSING REVENUE ACCOUNT  
HOUSING OPTIONS**

This budget includes the management costs and rental income for Hostels and the HRA share of Housing Options management costs, together with the Homebuy team which focuses on assisting Council tenants or those on the waiting list, key workers and first time buyers living or working in the borough to purchase a home. This budget includes the HRA share of the Allocations and Property Solutions teams.

	2014/2015	2015/2016
Full Time Equivalents	15	16

**Subjective Analysis of Estimates**

**Expenditure**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
Employees	608	0	0	0	0	38	646
Premises	362	0	0	0	0	(27)	335
Transport	3	0	0	0	0	0	3
Supplies & Services	313	0	0	0	0	3	316
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

	<b>1,286</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>1,300</b>
	0	0	0	0	0	0	0
Internal Recharge Income	(49)	0	0	0	0	0	(49)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(304)	0	0	0	0	(37)	(341)
Customer & Client Receipts	(531)	0	0	0	0	(10)	(541)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>Other:</b> New post Partnership and Enabling Officer	39	1
Increased income from rise in number of Temporary On Licence Scheme tenants	(42)	
Transfer of budget for shared cost of amenities to Housing Services	(30)	
<b>Total</b>	<b>(33)</b>	<b>1</b>

## HOUSING REVENUE ACCOUNT REGENERATION

The Regeneration team is responsible for the delivery and co-ordination of the Decent Neighbourhoods programme, as well as the long term strategic planning, investment and improvement of the Council's housing estates providing high quality places for people to live.

	2014/2015	2015/2016
Full Time Equivalents	7	7

### Subjective Analysis of Estimates

#### Expenditure

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	186	0	0	0	0	(19)	167
Premises	32	0	0	0	0	22	54
Transport	0	0	0	0	0	0	0
Supplies & Services	113	0	0	0	0	(67)	46
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

#### Gross Expenditure

#### Support Services Recharges

#### Income

	<b>331</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(64)</b>	<b>267</b>
	0	0	0	0	0	0	0
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

#### Gross Income

#### Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
<b>Other:</b> Review of budget for operating costs	(64)	
<b>Total</b>	<b>(64)</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
SAFER NEIGHBOURHOODS**

This budget is for the Anti Social Behaviour Unit and Estate Wardens service. The full time equivalent staff are based in the Environment, Leisure and Residents' Services department.

	2014/2015	2015/2016
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
Employees	774	0	0	0	0	0	774
Premises	0	0	0	0	0	0	0
Transport	34	0	0	0	0	0	34
Supplies & Services	31	0	0	0	0	0	31
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	(261)	0	0	0	0	0	(261)
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

	<b>578</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>578</b>
	0	0	0	0	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>578</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>578</b>

**Explanation of major items above**

	<b>£000</b>	<b>FTE</b>
<b>Total</b>	<b>0</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
ADULT SOCIAL CARE**

The provision of specialised access and support equipment in HRA properties.

	2014/2015	2015/2016
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

Employees

Premises

Transport

Supplies & Services

Third Party Payments

Transfer Payments

Support Services

Capital Charges

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income

Government Grants

Reimbursements & Contributions

Customer & Client Receipts

Interest & Other

Use of Balances & Reserves

**Gross Income**

**Net Expenditure/ (Income)**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	48	0	0	0	0	0	48
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48</b>
<b>Support Services Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48</b>

**Explanation of major items above**

	<b>£000</b>	<b>FTE</b>
<b>Total</b>	<b>0</b>	<b>0</b>

**HOUSING REVENUE ACCOUNT  
HOLDING CODES**

This budget relates to the Council's role in acting as the conduit through which tenants' water rates and communal heating charges are recovered and paid to the utility companies.

	2014/2015	2015/2016
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	2014/2015 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2015/2016 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	5,242	0	0	0	0	0	5,242
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

**Gross Expenditure**

**Support Services Recharges**

**Income**

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(5,242)	0	0	0	0	0	(5,242)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

**Gross Income**

**Net Expenditure/ (Income)**

Explanation of major items above	£000	FTE
<b>Total</b>	<b>0</b>	<b>0</b>



**HOUSING REVENUE ACCOUNT  
CAPITAL CHARGES**

Capital financing costs incurred in relation to debt servicing and capital expenditure.

	2014/2015	2015/2016
Full Time Equivalents	0	0

**Subjective Analysis of Estimates**

**Expenditure**

	<b>2014/2015 Estimates £000</b>	<b>Inflation £000</b>	<b>Redirected Resources £000</b>	<b>Efficiencies £000</b>	<b>Growth £000</b>	<b>Other Variations £000</b>	<b>2015/2016 Estimates £000</b>
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	27,864	0	0	(113)	0	2,225	29,976
<b>Gross Expenditure</b>	<b>27,864</b>	<b>0</b>	<b>0</b>	<b>(113)</b>	<b>0</b>	<b>2,225</b>	<b>29,976</b>
<b>Support Services Recharges</b>	0	0	0	0	0	0	0
<b>Income</b>							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/ (Income)</b>	<b>27,864</b>	<b>0</b>	<b>0</b>	<b>(113)</b>	<b>0</b>	<b>2,225</b>	<b>29,976</b>

<b>Explanation of major items above</b>	<b>£000</b>	<b>FTE</b>
<b>Efficiencies:</b> Removal of revenue contribution to capital for specific scheme	(113)	
<b>Other Variations:</b> Increase in major repairs allowance	455	
Reduced interest payable following debt reduction and refinancing	(479)	
Increase in revenue contribution towards capital	2,300	
Reduction in debt management expenses	(25)	
Other minor adjustments	(26)	
<b>Total</b>	<b>2,112</b>	<b>0</b>

# CAPITAL BUDGET SUMMARY

## Introduction

The capital budget summary below sets out an updated resource forecast and the capital programme for 2015/16 to 2018/19.

## Council Capital Programme (General Fund & Housing)

The approved capital programme for 2015/16 and resource forecast is summarised in Table 1. Indicative budget figures are provided for 2016/17 to 2018/19. The detailed service analysis can be found on pages 111-116.

**Table 1-Summary Capital Programme 2015/16 to 2018/19**

	Indicative Budgets				Total Budget £'000
	2015/16 Budget £'000	2016/17 Budget £'000	2017/18 Budget £'000	2018/19 Budget £'000	
<b>CAPITAL EXPENDITURE</b>					
Children's Services	21,897	197	-	-	<b>22,094</b>
Adult Social Care	1,948	450	450	450	<b>3,298</b>
Transport & Technical Services	7,183	9,101	7,231	7,231	<b>30,746</b>
Environment, Leisure & Residents Services	711	500	500	500	<b>2,211</b>
<b>Sub-total (Non-Housing)</b>	<b>31,739</b>	<b>10,248</b>	<b>8,181</b>	<b>8,181</b>	<b>58,349</b>
HRA Programme	57,548	44,502	44,170	38,568	<b>184,788</b>
Decent Neighbourhoods Programme	36,613	24,420	14,522	14,432	<b>89,987</b>
<b>Sub-total (Housing)</b>	<b>94,161</b>	<b>68,922</b>	<b>58,692</b>	<b>53,000</b>	<b>274,775</b>
<b>Total Expenditure</b>	<b>125,900</b>	<b>79,170</b>	<b>66,873</b>	<b>61,181</b>	<b>333,124</b>
<b>CAPITAL FINANCING</b>					
<b>Specific/External Financing:</b>					
Government/Public Body Grants	25,602	4,352	2,157	2,157	<b>34,268</b>
Developers Contributions (S106)	239	-	-	-	<b>239</b>
Leaseholder Contributions (Housing)	5,693	5,525	5,011	5,000	<b>21,229</b>
<b>Sub-total - Specific Financing</b>	<b>31,534</b>	<b>9,877</b>	<b>7,168</b>	<b>7,157</b>	<b>55,736</b>
<b>Mainstream Financing (Internal):</b>					
Capital Receipts - General Fund	5,921	7,350	5,480	5,480	<b>24,231</b>
Capital Receipts - Housing*	66,617	39,056	19,555	2,255	<b>127,483</b>
Revenue funding - General Fund	544	544	544	544	<b>2,176</b>
Revenue Funding - HRA	2,300	5,500	11,574	10,475	<b>29,849</b>
Major Repairs Reserve (MRR) [Housing]	16,849	17,355	17,818	18,323	<b>70,345</b>
<b>Sub-total - Mainstream Financing</b>	<b>92,231</b>	<b>69,805</b>	<b>54,971</b>	<b>37,077</b>	<b>254,084</b>
<b>Internal Borrowing - increase/(decrease)</b>	<b>2,135</b>	<b>(512)</b>	<b>4,734</b>	<b>16,947</b>	<b>23,304</b>
<b>Total Capital Financing</b>	<b>125,900</b>	<b>79,170</b>	<b>66,873</b>	<b>61,181</b>	<b>333,124</b>

\*Includes use of brought-forward receipts

## General Fund Capital Programme

The General Fund programme is summarised in Table 2, overleaf. Detail for each service can be found on pages 112-115.

**Table 2 – General Fund Capital Programme 2015-19**

	Indicative Budgets				Total Budget £'000
	2015/16 Budget £'000	2016/17 Budget £'000	2017/18 Budget £'000	2018/19 Budget £'000	
	<b>CAPITAL EXPENDITURE</b>				
Children's Services	21,897	197	-	-	<b>22,094</b>
Adult Social Care	1,948	450	450	450	<b>3,298</b>
Transport & Technical Services	7,183	9,101	7,231	7,231	<b>30,746</b>
Environment, Leisure & Residents Services	711	500	500	500	<b>2,211</b>
<b>Total Expenditure</b>	<b>31,739</b>	<b>10,248</b>	<b>8,181</b>	<b>8,181</b>	<b>58,349</b>
<b>CAPITAL FINANCING</b>					
<b>Specific/External Financing:</b>					
Government/Public Body Grants	25,035	2,354	2,157	2,157	<b>31,703</b>
Developers Contributions (S106)	239	-	-	-	<b>239</b>
<b>Sub-total - Specific Financing</b>	<b>25,274</b>	<b>2,354</b>	<b>2,157</b>	<b>2,157</b>	<b>31,942</b>
<b>Mainstream Financing (Internal):</b>					
Capital Receipts - General Fund	5,921	7,350	5,480	5,480	<b>24,231</b>
Revenue funding - General Fund	544	544	544	544	<b>2,176</b>
<b>Sub-total - Mainstream Funding</b>	<b>6,465</b>	<b>7,894</b>	<b>6,024</b>	<b>6,024</b>	<b>26,407</b>
<b>Total Capital Financing</b>	<b>31,739</b>	<b>10,248</b>	<b>8,181</b>	<b>8,181</b>	<b>58,349</b>

Table 3 shows the projects funded from internal resource and represents the 'Mainstream Programme'. This programme comprises the completion of existing schemes and the continuation of rolling programmes. The table is presented in the context of total available resource thus shows the surplus or deficit on the General Fund programme in a given year.

**Table 3 – General Fund Mainstream Programme 2015-19**

	Indicative Budgets				Total Budget (All years) £'000
	Budget 2015/16 £'000	Budget 2016/17 £'000	Budget 2017/18 £'000	Budget 2018/19 £'000	
	<b>Approved Expenditure</b>				
<b>Ad Hoc Schemes:</b>					
Schools Organisation Strategy [CHS] (mainstream element)	441	-	-	-	<b>441</b>
Carnwath Road Receipt [TTS]	-	1,870	-	-	<b>1,870</b>
<b>Rolling Programmes:</b>					
Disabled Facilities Grant [ASC]	450	450	450	450	<b>1,800</b>
Planned Maintenance/DDA Programme [TTS]	2,500	2,500	2,500	2,500	<b>10,000</b>
Footways and Carriageways [TTS]	2,030	2,030	2,030	2,030	<b>8,120</b>
Controlled Parking Zones [TTS]	275	275	275	275	<b>1,100</b>
Column Replacement [TTS]	269	269	269	269	<b>1,076</b>
Parks Programme [ELRS]	500	500	500	500	<b>2,000</b>
<b>Total Mainstream Programmes**</b>	<b>6,465</b>	<b>7,894</b>	<b>6,024</b>	<b>6,024</b>	<b>26,407</b>
<b>Available and Approved Resource</b>					
Capital Receipts (total available) [See Appendix 2]	21,252	8,894	3,840	3,840	<b>37,826</b>
General Fund Revenue Account	544	544	544	544	<b>2,176</b>
<b>Available Mainstream Resource</b>	<b>21,796</b>	<b>9,438</b>	<b>4,384</b>	<b>4,384</b>	<b>40,002</b>
<b>In-year surplus/(deficit)</b>	<b>15,331</b>	<b>1,544</b>	<b>(1,640)</b>	<b>(1,640)</b>	
<b>Surplus/(deficit) brought-forward *</b>	<b>-</b>	<b>15,331</b>	<b>16,875</b>	<b>15,235</b>	
<b>Surplus/(deficit) carried forward</b>	<b>15,331</b>	<b>16,875</b>	<b>15,235</b>	<b>13,595</b>	

\*Assuming surplus from 2014-15 applied to debt reduction or investment

## Housing Capital Programme

The Housing Capital Programme expenditure and resource forecast for 2015/16 to 2018/19 is summarised in table 4 below:

**Table 4 – Housing Expenditure and Resource Forecast 2015-19**

	Indicative Budgets				Total £'000
	2015/16 Budget £'000	2016/17 Budget £'000	2017/18 Budget £'000	2018/19 Budget £'000	
<b>Forecast Expenditure (Per Table 1)</b>					
HRA Schemes	57,548	44,502	44,170	38,568	184,788
Decent Neighbourhood Schemes	36,613	24,420	14,522	14,432	89,987
<b>Total Housing Programme - Approved Expenditure</b>	<b>94,161</b>	<b>68,922</b>	<b>58,692</b>	<b>53,000</b>	<b>274,775</b>
<b>Forecast Resource</b>					
General Capital Receipts	15,384	27,032	24,115	6,699	73,230
Earls Court Receipts recognisable	-	18,460	-	-	18,460
Housing Revenue Account (revenue funding)	2,300	5,500	11,574	10,475	29,849
Major Repairs Reserve (MRR)	16,849	17,355	17,818	18,323	70,345
Contributions from leaseholders	5,693	5,525	5,011	5,000	21,229
Capital Grants and Contributions from GLA Bodies	567	1,998	-	-	2,565
<b>Total Forecast Resource (In-year)</b>	<b>40,793</b>	<b>75,870</b>	<b>58,518</b>	<b>40,497</b>	<b>215,678</b>
Internal Borrowing - increase/(decrease)	2,135	(511)	4,733	16,948	23,305
<b>Total Forecast Resource (In- Year; inc. Borrowing)</b>	<b>42,928</b>	<b>75,359</b>	<b>63,251</b>	<b>57,445</b>	<b>238,983</b>
<b>In-year surplus/(deficit)</b>	<b>(51,233)</b>	<b>6,437</b>	<b>4,559</b>	<b>4,445</b>	
<b>Surplus/(deficit) brought-forward</b>	<b>65,602</b>	<b>14,369</b>	<b>20,806</b>	<b>25,365</b>	
<b>Surplus/(deficit) carried forward*</b>	<b>14,369</b>	<b>20,806</b>	<b>25,365</b>	<b>29,810</b>	
<i>*Earmarked from above to cover Costs of Disposal and 1-4-1 Replacement under RTB agreement**</i>	<b>14,369</b>	<b>20,806</b>	<b>25,365</b>	<b>29,810</b>	
<b>Surplus/(Deficit) after earmarked resources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

The Housing Capital Programme is based on the Long Term Plan for Council Homes endorsed by Cabinet on 5th January 2015. It maintains the Council's commitment to catch up the repairs backlog on Council Homes and includes £185m for repairs and maintenance to existing Council Homes over the next four years.

## Update On Progress Of Capital Projects

The Council is currently progressing a number of major projects that are likely to impact on the capital programme over the next four years. An update is provided in this section on current progress. As these projects are progressed, appropriate amendments will be made to capital and revenue estimates subject to member approval.

### King Street Regeneration

Following the recent review of the Town Hall redevelopment and King Street regeneration project, the Council's development partner, King Street Developments (Hammersmith) Ltd (KSD), a joint venture between Helical Bar plc and Grainger plc, will now be finalising assembly of the development site. The scheme comprises 196 new homes; a three-screen community cinema, to be operated by Curzon; new retail, restaurant and cafe space; replacement offices

for LBHF and a new town square. Once site assembly has been concluded, the scheme will be progressed through detailed design to procurement and construction and will form the catalyst for the regeneration of the area around and including the town hall extension building.

The Grade-II listed town hall will have its former ceremonial stone steps reinstated to link up with the new town square and new external lifts will be installed to provide access to the first floor assembly hall. The replacement council offices will be built to the west of Nigel Playfair Avenue on the site of the existing cinema, facing across the new square towards the town hall. KSD will also provide a total of £9.5 million towards regenerating the surrounding area, refurbishing the Grade-II listed town hall with a more space-efficient open plan layout and funding for affordable housing off-site. It is planned that the overall strategy will be delivered at a net nil cost to the Council (i.e. the town hall refurbishment works will only draw on existing planned maintenance budgets, phased over three years, with the balance being met by KSD's S106 contribution) and this will continue to be kept under review.

### **Housing Stock Options**

The administration have prioritised working with council housing residents to give them more control over their homes. This is part of a wider commitment to devolve more control to the community.

The Economic Regeneration, Housing and The Arts Policy and Accountability meeting of 11th November 2014 requested the administration to establish a Residents' Commission on Council Housing to consider the options for empowering residents to take local control over their homes and for maximising investment in existing and new council homes. In December 2014, Cabinet approved a Strategic Housing Stock Options Appraisal (SHSOA) process which will consider the practical options available to the Council and housing residents. Members have commissioned a report which will set out the options and fully consider the benefits and disadvantages of each option.

### **Earl's Court**

The Council entered into a Conditional Land Sale agreement, (CLSA) on 23rd January 2013, with the developer Capital & Counties Properties Plc (CapCo), to include Council owned land including the West Kensington and Gibbs Green Estates. Full details can be found in the 3 September 2012 Cabinet Report. The trigger notice for the CLSA was served in November 2013.

### **Housing Development Programme**

On 24 June 2013, the Cabinet approved the Business Plan 2013-2017 to deliver 100 Discounted Market Sales and 33 Private Sales homes at a total cost of £30.3 million via a local housing company.

This programme is currently under review with a view to changing the tenure of a significant number the homes developed to rented social housing.

### **Schools' Capital Programme**

The Council continues to implement its Schools Organisation Strategy with expenditure in 2015/16 set to exceed £21m. The strategy continues to focus on expanding school places in light of increasing demand.

## **Park Royal City International and Old Oak Common Opportunity Area**

As part of developing the business case for a High Speed 2 / Crossrail interchange at Old Oak Common and to maximise regeneration benefits in the area, discussions have been held with the Department for Transport, High Speed 2 (HS2) Ltd, TfL and Network Rail to promote over-site development at the planned Old Oak Common station and to promote inclusion of connections with existing overground rail services. The Council and the GLA have published a joint vision for the area subject to recent consultation and amendments are now being planned to both the London Plan and the council's LDF/Local Plan to encourage appropriate development. The Mayor of London is proposing that a Mayoral Development Corporation be established with wide-ranging powers yet to be agreed.

## **The Hammersmith 'Flyunder'**

The Council has published a feasibility study which sets out in detail how Hammersmith town centre might look if a road tunnel-dubbed the flyunder-were built beneath the current A4. The study has been published on the Council's website here:

[http://www.lbhf.gov.uk/Directory/News/hammersmith\\_flyunder.asp](http://www.lbhf.gov.uk/Directory/News/hammersmith_flyunder.asp)

The Council is actively seeking support from Transport for London (TfL) and the Greater London Authority (GLA) to develop the next stage of this study.

## **Shepherd's Bush Market**

In October 2014, the Secretary of State confirmed the Shepherds Bush Market CPO, against the recommendations of the CPO Inspector. The Council continues to actively work with the market traders/Goldhawk Road shopkeepers and broker dialogue with the developer to ensure that the unique historic market character and valuable local businesses are fully protected, as well as requiring the developer to reach negotiated settlements to acquire the remaining land interests.

## **Community Infrastructure Levy (CIL)**

The Council remains on course to introduce its Community Infrastructure Levy (CIL) in 2015/16. This is a new levy that local authorities can choose to charge on new developments in their area (subject to maintaining development viability). The money raised can be used to support development by funding enabling infrastructure that the Council, local community and neighbourhoods want. The CIL is designed to complement, and in part replace, the funding currently delivered through Section 106 payments on some major schemes. The Mayor of London has introduced a London-wide CIL to contribute to the funding for Crossrail and the Council is currently going through the statutory processes to introduce its own CIL. When the Council introduces its CIL this will give rise to a stream of funding which will need to be deployed for infrastructure development and improvement in order to support further regeneration and development. Such developments will be incorporated into the Capital Programme as they are agreed.

# **2015 - 2019 CAPITAL PROGRAMME**

## **SERVICE DETAIL**

<b>Children's Services</b>					
		<b>Indicative Budgets</b>			
	<b>2015/16 Budget £'000</b>	<b>2016/17 Budget £'000</b>	<b>2017/18 Budget £'000</b>	<b>2018/19 Budget £'000</b>	<b>Total Budget £'000</b>
<b>Scheme Expenditure Summary</b>					
Lyric Theatre Development	380	-	-	-	<b>380</b>
Schools Organisational Strategy	21,517	197	-	-	<b>21,714</b>
<b>Total Expenditure</b>	<b>21,897</b>	<b>197</b>	<b>-</b>	<b>-</b>	<b>22,094</b>
<b>Capital Financing Summary</b>					
<b>Specific/External or Other Financing</b>					
Capital Grants from Central Government	21,263	197	-	-	<b>21,460</b>
Capital Grants/Contributions from Non-departmental public bodies	193	-	-	-	<b>193</b>
<b>Sub-total - Specific or Other Financing</b>	<b>21,456</b>	<b>197</b>	<b>-</b>	<b>-</b>	<b>21,653</b>
<b>Mainstream Financing (Internal Council Resource)</b>					
Capital Receipts	441	-	-	-	<b>441</b>
<b>Sub-total - Mainstream Funding</b>	<b>441</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>441</b>
<b>Total Capital Financing</b>	<b>21,897</b>	<b>197</b>	<b>-</b>	<b>-</b>	<b>22,094</b>



<b>Adult Social Care Services</b>					
		<b>Indicative Budgets</b>			
	<b>2015/16 Budget £'000</b>	<b>2016/17 Budget £'000</b>	<b>2017/18 Budget £'000</b>	<b>2018/19 Budget £'000</b>	<b>Total Budget £'000</b>
<b>Scheme Expenditure Summary</b>					
Extra Care New Build project (Adults' Personal Social Services Grant)	957	-	-	-	<b>957</b>
Disabled Facilities Grant	991	450	450	450	<b>2,341</b>
<b>Total Expenditure</b>	<b>1,948</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>3,298</b>
<b>Capital Financing Summary</b>					
<b>Specific/External or Other Financing</b>					
Capital Grants from Central Government	1,498	-	-	-	<b>1,498</b>
<b>Sub-total - Specific or Other Financing</b>	<b>1,498</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,498</b>
<b>Mainstream Financing (Internal Council Resource)</b>					
Capital Receipts	450	450	450	450	<b>1,800</b>
<b>Sub-total - Mainstream Funding</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>1,800</b>
<b>Total Capital Financing</b>	<b>1,948</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>3,298</b>

<b>Transport and Technical Services</b>					
	<b>Indicative Budgets</b>				
	<b>2015/16 Budget £'000</b>	<b>2016/17 Budget £'000</b>	<b>2017/18 Budget £'000</b>	<b>2018/19 Budget £'000</b>	<b>Total Budget £'000</b>
<b>Scheme Expenditure Summary</b>					
Planned Maintenance/DDA Programme	2,500	2,500	2,500	2,500	<b>10,000</b>
Footways and Carriageways	2,030	2,030	2,030	2,030	<b>8,120</b>
Transport For London Schemes	2,081	2,157	2,157	2,157	<b>8,552</b>
Controlled Parking Zones	275	275	275	275	<b>1,100</b>
Column Replacement	269	269	269	269	<b>1,076</b>
Carnwath Road Receipt	-	1,870	-	-	<b>1,870</b>
Other Capital Schemes	28	-	-	-	<b>28</b>
<b>Total Expenditure</b>	<b>7,183</b>	<b>9,101</b>	<b>7,231</b>	<b>7,231</b>	<b>30,746</b>
<b>Capital Financing Summary</b>					
<b>Specific/External or Other Financing</b>					
Grants and Contributions from Private Developers (includes S106)	28	-	-	-	<b>28</b>
Capital Grants and Contributions from GLA Bodies	2,081	2,157	2,157	2,157	<b>8,552</b>
<b>Sub-total - Specific or Other Financing</b>	<b>2,109</b>	<b>2,157</b>	<b>2,157</b>	<b>2,157</b>	<b>8,580</b>
<b>Mainstream Financing (Internal Council Resource)</b>					
Capital Receipts	4,530	6,400	4,530	4,530	<b>19,990</b>
General Fund Revenue Account (revenue funding)	544	544	544	544	<b>2,176</b>
<b>Sub-total - Mainstream Funding</b>	<b>5,074</b>	<b>6,944</b>	<b>5,074</b>	<b>5,074</b>	<b>22,166</b>
<b>Total Capital Financing</b>	<b>7,183</b>	<b>9,101</b>	<b>7,231</b>	<b>7,231</b>	<b>30,746</b>

<b>Environment, Leisure and Residents Services</b>					
		<b>Indicative Budgets</b>			
	<b>2015/16 Budget £'000</b>	<b>2016/17 Budget £'000</b>	<b>2017/18 Budget £'000</b>	<b>2018/19 Budget £'000</b>	<b>Total Budget £'000</b>
<b>Scheme Expenditure Summary</b>					
Parks Programme	500	500	500	500	<b>2,000</b>
Recycling	19	-	-	-	<b>19</b>
CCTV	192	-	-	-	<b>192</b>
<b>Total Expenditure</b>	<b>711</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>2,211</b>
<b>Capital Financing Summary</b>					
<b>Specific/External or Other Financing</b>					
Grants and Contributions from Private Developers (includes S106)	211	-	-	-	<b>211</b>
<b>Sub-total - Specific or Other Financing</b>	<b>211</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>211</b>
<b>Mainstream Financing (Internal Council Resource)</b>					
Capital Receipts	500	500	500	500	<b>2,000</b>
<b>Sub-total - Mainstream Funding</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>2,000</b>
<b>Total Capital Financing</b>	<b>711</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>2,211</b>

## Housing Capital Programme

2015/16 Budget £'000	Indicative Budgets			Total Budget £'000
	2016/17 Budget £'000	2017/18 Budget £'000	2018/19 Budget £'000	

### Scheme Expenditure Summary

#### HRA Schemes:

Supply Initiatives (Major Voids)	2,621	2,000	2,000	2,000	8,621
Energy Schemes	3,411	3,408	3,430	3,930	14,179
Lift Schemes	6,704	5,813	5,800	2,000	20,317
Internal Modernisation	3,551	3,600	3,500	3,000	13,651
Major Refurbishments	9,695	12,228	22,600	20,798	65,321
Planned Maintenance Framework	25,758	10,659	-	-	36,417
Minor Programmes	8,995	7,244	7,290	7,290	30,819
ASC/ELRS Managed	1,250	1,250	1,250	1,250	5,000
Rephasing & Reprogramming	(4,437)	(1,700)	(1,700)	(1,700)	(9,537)
<b>Subtotal HRA</b>	<b>57,548</b>	<b>44,502</b>	<b>44,170</b>	<b>38,568</b>	<b>184,788</b>

#### Decent Neighbourhood Schemes:

HRA Debt Repayment	1,563	2,756	1,931	1,999	8,249
Earls Court Buy Back Costs	9,541	11,943	8,988	8,988	39,460
Earls Court Project Team Costs	3,115	5,437	3,559	3,445	15,556
Housing Development Project	18,744	5,584	44	-	24,372
Other DNP projects	3,650	(1,300)	-	-	2,350
<b>Subtotal Decent Neighbourhoods</b>	<b>36,613</b>	<b>24,420</b>	<b>14,522</b>	<b>14,432</b>	<b>89,987</b>
<b>Total Expenditure</b>	<b>94,161</b>	<b>68,922</b>	<b>58,692</b>	<b>53,000</b>	<b>274,775</b>

### Capital Financing Summary

#### Specific/External or Other Financing

Contributions from leaseholders	5,693	5,525	5,011	5,000	21,229
Capital Grants and Contributions from GLA Bodies	567	1,998	-	-	2,565
<b>Sub-total - Specific or Other Financing</b>	<b>6,260</b>	<b>7,523</b>	<b>5,011</b>	<b>5,000</b>	<b>23,794</b>

#### Mainstream Financing (Internal Council Resource)

Capital Receipts (Including use of b/f resource)	66,617	20,596	19,555	2,255	109,023
Earls Court Receipts realisable	-	18,460	-	-	18,460
Housing Revenue Account (revenue funding)	2,300	5,500	11,574	10,475	29,849
Major Repairs Reserve (MRR) / Major Repairs	16,849	17,355	17,818	18,323	70,345
<b>Sub-total - Mainstream Funding</b>	<b>85,766</b>	<b>61,911</b>	<b>48,947</b>	<b>31,053</b>	<b>227,677</b>

<b>Internal Borrowing</b>	2,135	(512)	4,734	16,947	23,304
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<b>Total Capital Financing</b>	<b>94,161</b>	<b>68,922</b>	<b>58,692</b>	<b>53,000</b>	<b>274,775</b>
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# GLOSSARY

## **ACCOUNTING PERIOD**

The timescale during which accounts are prepared. Local authority accounts have an overall accounting period of one year from 1st April to 31st March.

## **BALANCES**

The amount of money left over at the end of the year after allowing for all expenditure and income that has taken place. These are also known as financial reserves.

## **BUDGET**

This is a statement of planned spends for the year as aligned with council, local and national priorities

## **CAPITAL EXPENDITURE**

Expenditure on the purchase, construction and enhancement of Council assets such as houses, offices, schools and roads. Expenditure can only be treated as 'capital' if it meets the statutory definitions and is in accordance with accounting practice and regulations.

## **CIPFA**

Chartered Institute of Public Finance & Accountancy.

## **CAPITAL FINANCING**

This term describes the method of financing capital expenditure, the principal methods now being loan financing, leasing, capital receipts and Capital Resource Funds.

## **DEPRECIATION**

A provision made in the accounts to reflect the value of assets consumed during the year. Depreciation forms part of the capital charge made to service revenue accounts.

## **DEDICATED SCHOOLS GRANT**

This is a specific grant that provides the majority of funding for education in schools. It is disbursed on the basis of a basic per pupil amount plus funding for central government priorities.

## **EARMARKED RESERVES**

These are reserves set aside for a specific purpose or a particular service, or type of expenditure.

## **GENERAL FUND**

The council's main revenue account that covers the net cost of all services other than the provision of council housing for rent.

## **GROSS EXPENDITURE, GROSS INCOME AND NET EXPENDITURE**

Gross Expenditure and Gross Income arise from the provision of services as shown in the General Fund. Net Expenditure is the cost of service provision after the income is taken into account.

### **HOUSING REVENUE ACCOUNT (HRA)**

A statutory account that contains all expenditure and income on the provision of Council housing for rent. The HRA must be kept entirely separate from the General Fund and the account must balance. Local authorities are not allowed to make up any deficit on the HRA from the General Fund.

### **MEDIUM TERM FINANCIAL STRATEGY (MTFS)**

This is a financial plan over the medium term whose purpose is to set out how the Council will respond to changes and challenges over that timeframe and to set a context in which improved services and value-for-money will be delivered.

### **NATIONAL NON-DOMESTIC RATE (NDR)**

The rates paid by businesses. The amount paid is based on the rateable value set by H M Revenue and Customs multiplied by a rate in the £ set by the government which is the same throughout the country. The rates are collected by local authorities and 50% is paid to central government. 30% is retained locally for use by Hammersmith and Fulham whilst 20% is paid to the Greater London Authority.

### **PRECEPT**

A levy made by a body that does not collect local taxation itself, but by statute can require other bodies to collect the required income from local taxpayers on their behalf. In London the precepting body is the Greater London Authority (GLA).

### **REVENUE EXPENDITURE**

Expenditure on day to day items such as salaries, wages and running costs. These items are paid for from service income, government grant, locally retained business rates and council tax. Under the Local Government Finance Act all expenditure is deemed to be revenue unless it is specifically classified as capital.

### **SERVICE REPORTING CODE OF PRACTICE (SerCOP)**

This replaces the former Best Value Accounting Code of Practice. It sets the financial reporting guidelines for local authorities. It supplements the principles and practice set out in the Code of Practice on Local Authority Accounting (known as the SORP), by establishing practice for consistent reporting. It provides guidance in three key areas

- The definition of total cost
- Trading accounts
- Service expenditure analysis

### **SERVICE LEVEL AGREEMENT (SLA)**

This is a formal contract between Council departments and partners for internal services. These are mostly between support functions and frontline service delivery departments.

### **TRANSFER PAYMENTS**

These are payments to individuals for which no goods or services are received in return by the local authority. Examples include council tax benefits, rent rebates and direct payments to health and social care clients.

## Acknowledgement for photos

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